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Salary and Sales Policy

Survey No. 17

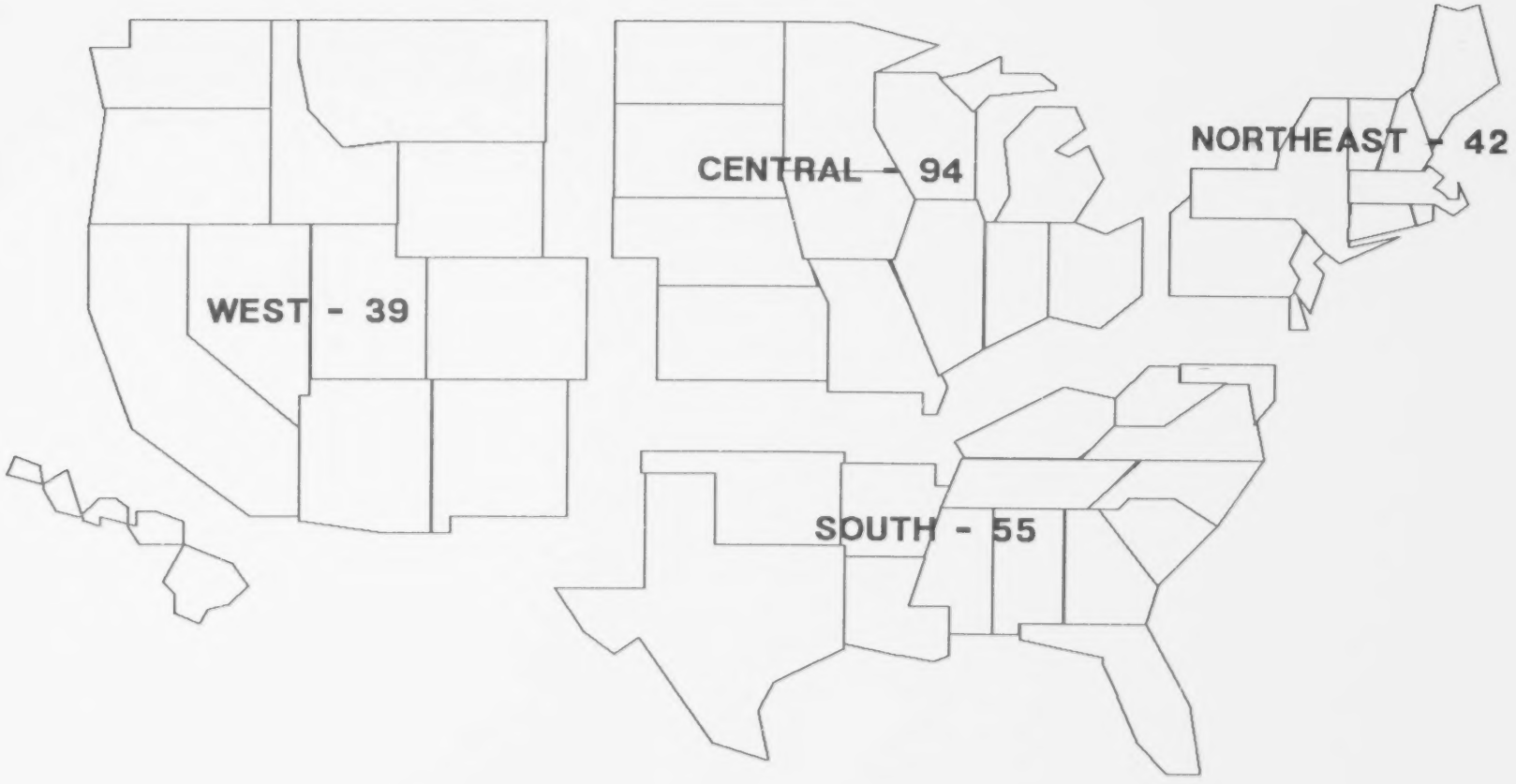
Plastic Processing Companies

SPI

Sponsored by the Financial Management Committee of:

The Society of the Plastics Industry, Inc.

NUMBER OF REPORTING PLANTS BY REGION



SALARY AND SALES POLICY SURVEY NO. 17 – 1990

PLASTICS PROCESSING COMPANIES

Sponsored by the
Financial Management Committee
The Society of the Plastics Industry, Inc.

Compiled by ERNST & YOUNG, Washington, DC
Association Services Group

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GENERAL INFORMATION

The Seventeenth Salary & Sales Policy Survey reports data from 200 SPI member companies representing 230 plants. The participation level remained consistent with that of 1988, which had 210 companies reporting. The report provides an industry basis for individual companies to use in comparing their compensation and sales policies to all companies as well as firms similar in size and in geographic location.

Plant responses are broken down into the Northeast, Central, South and West regions of the country with the Central region being equivalent to the Northcentral region from the 1988 report. A listing of regions by state is provided on page 2.

Sales size categories used in this year's report are:

Up to $1,000,000
$1,000,000 – $2,000,000
$2,000,000 – $5,000,000
$5,000,000 – $10,000,000
$10,000,000 – $25,000,000
Over $25,000,000

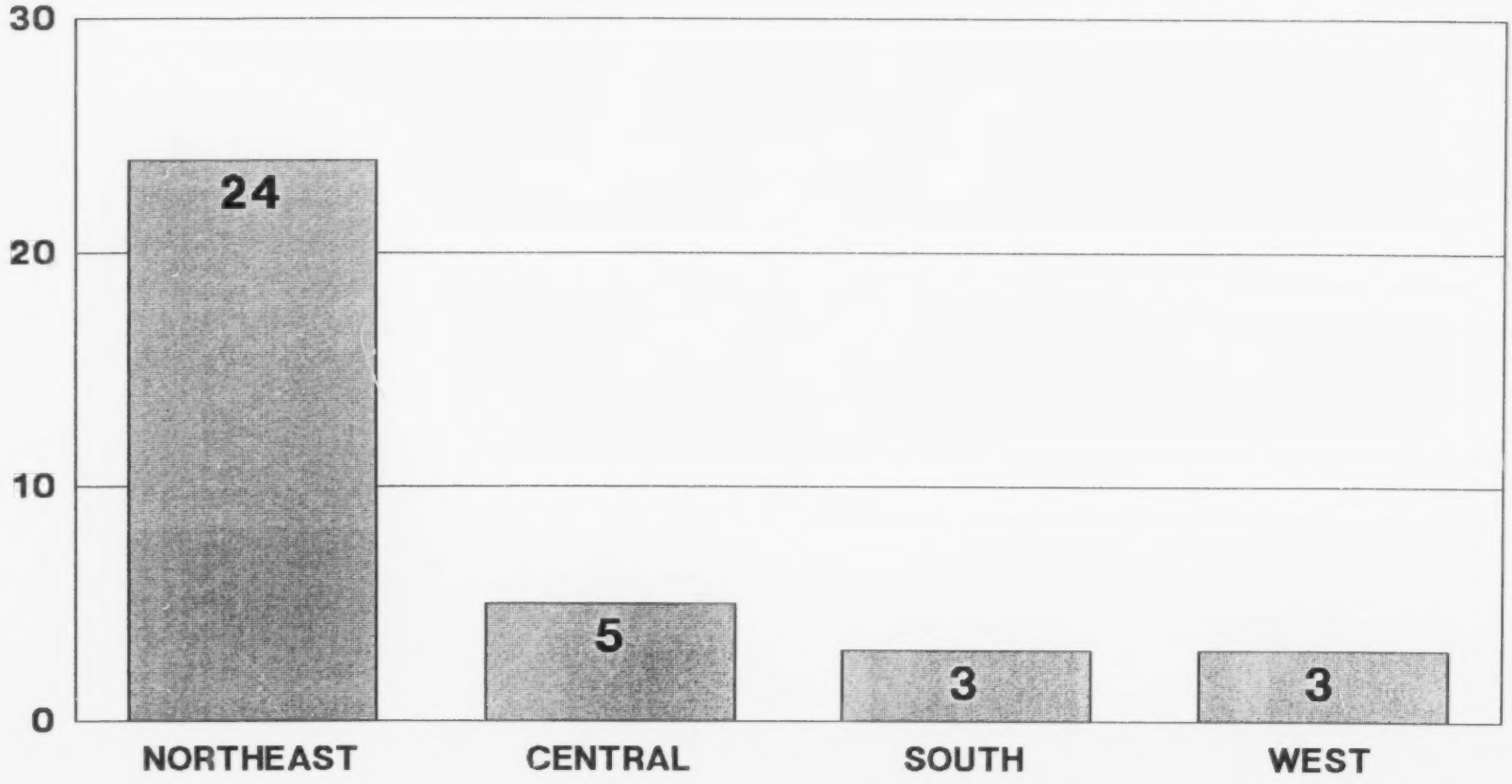
New to this year's report was a sales size category for over 25 million in sales. Consequently, 1988 averages for the "$10,000,000 – $25,000,000" and "Over $25,000,000" categories are not available. The 1990 report provides whole numbers for salaries, whereas in 1988 salaries were rounded to the nearest thousands, and a new job position, Laboratory Technician, was included for the first time.

To provide more useful information, the format of the survey was changed this year to include quartiles for the Salary section. For definitional purposes, the median is the value of the middle item in a group of values when the data are arrayed sequentially. The upper quartile is the midpoint between the median and the largest value in the array. The lower quartile is the midpoint between the median and the smallest value in the array. Therefore, it is possible that the average be higher than the upper quartile or lower than the lower quartile.

The Sales Policy section of the report includes data for 194 of the 200 company responses. In the Manufacturers' Representatives section there were 138 companies who responded.

NUMBER OF POSITIONS WITH HIGHEST AVERAGE SALARY BY REGION

(BASED ON AVERAGE SALARY FOR ALL SALES VOLUMES)



NUMBER OF REPORTING PLANTS BY SURVEY REGION

REGION	STATES	NUMBER OF PLANTS
NORTHEAST	CONNECTICUT DELAWARE MAINE MASSACHUSETTS NEW HAMPSHIRE NEW JERSEY NEW YORK PENNSYLVANIA RHODE ISLAND VERMONT	42
CENTRAL	ILLINOIS INDIANA IOWA KANSAS MICHIGAN MINNESOTA MISSOURI NEBRASKA NORTH DAKOTA OHIO SOUTH DAKOTA WISCONSIN	94
SOUTH	ALABAMA ARKANSAS FLORIDA GEORGIA KENTUCKY LOUISIANA MARYLAND MISSISSIPPI NORTH CAROLINA OKLAHOMA SOUTH CAROLINA TENNESSEE TEXAS VIRGINIA WEST VIRGINIA	55
WEST	ARIZONA CALIFORNIA COLORADO HAWAII IDAHO MONTANA NEVADA NEW MEXICO OREGON UTAH WASHINGTON WYOMING	39
TOTAL		230

NUMBER OF PLANTS BY SALES VOLUME AND REGION

SALES VOLUME	REGION				TOTAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
UP TO $1,000,000	7	4	3	2	16
$1,000,000 TO $2,000,000	5	5	5	4	19
$2,000,000 TO $5,000,000	7	20	16	22	65
$5,000,000 TO $10,000,000	9	21	6	3	39
$10,000,000 TO $25,000,000	10	33	12	7	62
OVER $25,000,000	4	11	13	1	29
TOTAL	42	94	55	39	230

ALL SALES VOLUMES

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MANUFACTURING					
1. GENERAL MANAGER					
Average Number of Persons Responsible For	187	49	94	46	83
Lower Quartile - Reported Salary	60,000	60,000	58,000	54,600	58,000
Median - Reported Salary	91,250	76,500	70,000	59,359	75,000
Upper Quartile - Reported Salary	110,000	112,500	100,000	104,000	110,000
Average Salary - 1990	91,100	90,201	79,422	77,116	85,262
Average Salary - 1988	88,600	75,900	64,800	58,100	74,000
2. PLANT MANAGER					
Average Number of Persons Responsible For	48	46	74	29	51
Lower Quartile - Reported Salary	43,000	45,600	47,800	39,850	44,000
Median - Reported Salary	55,000	52,000	55,000	48,000	52,500
Upper Quartile - Reported Salary	66,000	69,000	69,960	60,664	69,000
Average Salary - 1990	58,845	56,857	57,874	50,748	56,788
Average Salary - 1988	53,300	50,400	49,900	50,700	51,000
3. PRODUCTION MANAGER/SUPERINTENDENT					
Average Number of Persons Responsible For	40	27	26	24	28
Lower Quartile - Reported Salary	35,000	32,500	34,716	33,400	34,658
Median - Reported Salary	49,000	41,337	40,000	40,000	41,252
Upper Quartile - Reported Salary	56,700	49,250	45,500	48,000	49,000
Average Salary - 1990	48,175	44,138	39,925	40,232	43,113
Average Salary - 1988	41,700	38,700	37,000	39,800	39,100
4. GENERAL FOREMAN					
Average Number of Persons Responsible For	6	11	15	10	11
Lower Quartile - Reported Salary	28,750	25,000	25,500	24,498	25,000
Median - Reported Salary	36,000	29,610	30,500	27,000	29,982
Upper Quartile - Reported Salary	38,558	37,650	33,550	36,220	36,000
Average Salary - 1990	34,662	32,399	30,227	32,460	32,395
Average Salary - 1988	30,500	25,400	29,700	31,700	27,900
5. MANAGER/PLANT OR INDUSTRIAL ENGINEER					
Average Number of Persons Responsible For	6	3	5	5	5
Lower Quartile - Reported Salary	36,000	33,700	35,000	32,000	34,200
Median - Reported Salary	41,000	37,030	42,000	37,150	40,000
Upper Quartile - Reported Salary	50,000	51,000	49,500	40,275	50,000
Average Salary - 1990	42,765	43,734	42,293	39,179	42,756
Average Salary - 1988	40,800	37,200	40,900	35,900	39,300
6. TRAFFIC MANAGER AND/OR DISTRIBUTION MANAGER					
Average Number of Persons Responsible For	7	3	7	3	5
Lower Quartile - Reported Salary	29,000	24,500	23,000	26,200	25,000
Median - Reported Salary	38,844	30,000	31,000	28,000	30,700
Upper Quartile - Reported Salary	42,720	35,000	35,000	41,394	37,344
Average Salary - 1990	39,337	31,649	30,459	32,806	32,562
Average Salary - 1988	35,700	28,700	33,300	30,100	31,500

ALL SALES VOLUMES

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MANUFACTURING (Continued)					
7. MANAGER, QUALITY CONTROL					
Average Number of Persons Responsible For	5	3	6	3	4
Lower Quartile - Reported Salary	36,540	30,000	31,104	25,552	30,000
Median - Reported Salary	41,650	38,390	38,000	36,000	38,390
Upper Quartile - Reported Salary	50,000	46,500	45,600	44,000	45,000
Average Salary - 1990	42,629	39,343	39,042	35,696	39,110
Average Salary - 1988	35,400	35,800	33,700	32,500	34,800
8. SUPERVISOR, QUALITY CONTROL					
Average Number of Persons Responsible For	5	2	7	2	4
Lower Quartile - Reported Salary	25,000	24,445	19,880	18,750	22,500
Median - Reported Salary	29,000	28,400	28,248	28,624	28,324
Upper Quartile - Reported Salary	38,116	35,000	33,500	38,610	35,000
Average Salary - 1990	30,855	29,836	27,048	25,873	28,809
Average Salary - 1988	28,400	26,700	25,300	27,600	26,800
MARKETING					
9. VICE PRESIDENT SALES/SALES MANAGER					
Average Number of Persons Responsible For	8	4	8	3	6
Lower Quartile - Reported Salary	57,500	50,000	48,000	42,000	49,210
Median - Reported Salary	61,500	61,000	63,000	54,600	60,000
Upper Quartile - Reported Salary	82,778	72,000	74,700	72,000	73,810
Average Salary - 1990	69,680	67,644	62,509	55,410	64,687
Average Salary - 1988	68,200	62,600	51,700	58,700	61,000
10. ASSISTANT SALES MANAGER					
Average Number of Persons Responsible For	2	2	8	1	2
Lower Quartile - Reported Salary	36,010	34,750	N/A	N/A	35,000
Median - Reported Salary	49,350	45,520	43,500	40,000	45,000
Upper Quartile - Reported Salary	66,500	56,112	N/A	N/A	60,000
Average Salary - 1990	51,937	55,544	42,750	46,072	52,208
Average Salary - 1988	46,200	51,100	34,400	D	47,600
11. REGIONAL/DISTRICT SALES MANAGER					
Average Number of Persons Responsible For	1	1	1	1	1
Lower Quartile - Reported Salary	46,000	40,288	44,100	40,000	43,667
Median - Reported Salary	54,500	54,023	45,180	47,215	52,715
Upper Quartile - Reported Salary	60,560	62,000	56,000	52,000	60,560
Average Salary - 1990	53,822	47,848	48,495	47,748	49,871
Average Salary - 1988	51,800	45,800	44,100	52,700	47,600
12. SENIOR SALESPERSON					
Average Number of Persons Responsible For	2	0	0	0	0
Lower Quartile - Reported Salary	36,000	33,797	40,000	35,400	36,538
Median - Reported Salary	44,000	44,000	42,000	43,521	44,000
Upper Quartile - Reported Salary	50,000	50,000	66,500	54,000	51,500
Average Salary - 1990	44,688	48,279	46,660	45,721	46,841
Average Salary - 1988	54,300	44,600	45,900	46,200	48,400

D - Insufficient data; minimum 3 reporting companies required.

N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

ALL SALES VOLUMES

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MARKETING (Continued)					
13. SALESPERSON 5 - 10 YEARS					
Average Number of Persons Responsible For	0	0	0	0	0
Lower Quartile - Reported Salary	29,000	30,500	33,600	36,000	31,000
Median - Reported Salary	40,000	36,050	43,000	45,000	39,500
Upper Quartile - Reported Salary	45,000	44,450	55,000	62,280	47,450
Average Salary - 1990	43,015	37,977	46,728	49,040	42,772
Average Salary - 1988	45,100	45,300	39,900	38,100	42,800
14. SALESPERSON 3 - 5 YEARS					
Average Number of Persons Responsible For	0	0	0	0	0
Lower Quartile - Reported Salary	28,500	29,300	32,400	N/A	30,950
Median - Reported Salary	35,000	32,500	35,800	37,000	35,000
Upper Quartile - Reported Salary	42,500	37,875	40,000	N/A	38,110
Average Salary - 1990	37,398	33,174	40,014	26,250	35,868
Average Salary - 1988	35,400	37,100	37,600	36,700	36,500
15. SALESPERSON 1 - 3 YEARS					
Average Number of Persons Responsible For	0	0	0	0	0
Lower Quartile - Reported Salary	30,000	23,172	30,000	20,000	27,290
Median - Reported Salary	31,125	31,275	34,000	35,000	32,000
Upper Quartile - Reported Salary	34,600	38,500	39,500	40,000	39,000
Average Salary - 1990	33,436	30,546	35,108	34,632	32,545
Average Salary - 1988	29,700	30,600	27,900	34,700	30,800
16. SALES TRAINEE					
Average Number of Persons Responsible For	0	0	0	0	0
Lower Quartile - Reported Salary	N/A	N/A	24,000	N/A	22,000
Median - Reported Salary	28,034	22,000	30,000	42,000	25,750
Upper Quartile - Reported Salary	N/A	N/A	33,500	N/A	33,500
Average Salary - 1990	27,517	22,374	28,625	35,027	27,801
Average Salary - 1988	21,800	27,900	D	26,500	24,900
17. CUSTOMER SERVICE MANAGER					
Average Number of Persons Responsible For	7	2	3	1	3
Lower Quartile - Reported Salary	24,270	23,500	23,500	20,000	22,750
Median - Reported Salary	27,570	28,788	28,860	22,700	28,000
Upper Quartile - Reported Salary	41,500	37,000	34,250	31,200	36,450
Average Salary - 1990	32,266	30,350	29,382	26,095	30,057
Average Salary - 1988	32,200	29,400	28,100	27,000	29,500
FINANCE AND ADMINISTRATIVE					
18. VP FINANCE/TREASURER					
Average Number of Persons Responsible For	11	5	6	4	6
Lower Quartile - Reported Salary	65,000	47,800	44,252	40,000	48,750
Median - Reported Salary	77,000	54,600	58,000	54,900	59,000
Upper Quartile - Reported Salary	80,556	75,000	68,500	70,000	74,500
Average Salary - 1990	77,906	61,117	54,563	60,540	62,181
Average Salary - 1988	73,900	57,000	57,800	58,900	60,500

D - Insufficient data; minimum 3 reporting companies required.

N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

ALL SALES VOLUMES

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
FINANCE AND ADMINISTRATION (Continued)					
19. CONTROLLER OR ACCOUNTING MANAGER					
Average Number of Persons Responsible For	5	3	4	3	4
Lower Quartile - Reported Salary	37,500	37,200	32,500	30,000	33,000
Median - Reported Salary	45,000	46,000	40,030	34,000	42,800
Upper Quartile - Reported Salary	56,900	54,645	50,552	39,000	52,104
Average Salary - 1990	49,776	47,045	41,529	36,317	44,891
Average Salary - 1988	44,000	42,800	38,000	40,500	41,800
20. ACCOUNTANT - COST SUPERVISOR					
Average Number of Persons Responsible For	5	1	1	0	2
Lower Quartile - Reported Salary	31,000	24,500	23,809	21,000	24,064
Median - Reported Salary	35,000	28,250	32,525	34,500	32,000
Upper Quartile - Reported Salary	43,000	32,500	36,960	40,080	37,300
Average Salary - 1990	37,386	28,083	31,417	38,847	32,222
Average Salary - 1988	29,500	28,200	26,100	36,100	29,300
21. ACCOUNTANT - GENERAL SUPERVISOR					
Average Number of Persons Responsible For	4	2	2	1	2
Lower Quartile - Reported Salary	20,500	26,000	23,764	21,000	24,310
Median - Reported Salary	30,472	29,700	28,320	26,500	29,000
Upper Quartile - Reported Salary	40,800	35,000	34,200	29,500	34,600
Average Salary - 1990	32,586	30,816	28,003	26,592	29,935
Average Salary - 1988	29,800	27,700	28,000	28,500	28,300
22. CREDIT MANAGER					
Average Number of Persons Responsible For	3	1	1	1	1
Lower Quartile - Reported Salary	26,500	25,250	24,500	N/A	25,000
Median - Reported Salary	32,000	29,400	28,130	30,500	30,000
Upper Quartile - Reported Salary	50,466	47,688	33,420	N/A	43,375
Average Salary - 1990	38,957	36,674	30,590	30,400	35,109
Average Salary - 1988	34,500	28,400	26,800	26,500	29,700
23. MANAGER - ELECTRONIC DATA PROCESSING					
Average Number of Persons Responsible For	6	2	2	3	3
Lower Quartile - Reported Salary	25,780	33,800	29,049	N/A	30,000
Median - Reported Salary	40,650	42,000	38,000	36,000	40,000
Upper Quartile - Reported Salary	47,500	53,000	48,870	N/A	52,000
Average Salary - 1990	42,545	46,156	38,081	42,612	42,796
Average Salary - 1988	46,000	36,400	34,400	37,700	37,800
ENGINEERING					
24. RESEARCH & DEVELOPMENT DEPARTMENT MANAGER					
Average Number of Persons Responsible For	8	3	5	4	5
Lower Quartile - Reported Salary	44,000	46,700	26,000	32,400	44,850
Median - Reported Salary	69,250	50,000	53,340	54,000	54,000
Upper Quartile - Reported Salary	80,556	64,800	55,328	67,000	68,846
Average Salary - 1990	65,546	55,846	46,467	50,560	55,955
Average Salary - 1988	55,900	53,500	53,500	51,700	54,200

N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

ALL SALES VOLUMES

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
ENGINEERING (Continued)					
25. CHIEF ENGINEER OR PLANT ENGINEER					
Average Number of Persons Responsible For	4	5	7	3	5
Lower Quartile - Reported Salary	45,000	41,500	44,210	38,000	42,000
Median - Reported Salary	50,000	50,417	51,806	46,860	50,000
Upper Quartile - Reported Salary	60,000	56,490	57,000	52,500	56,784
Average Salary - 1990	53,634	50,168	50,926	45,494	50,487
Average Salary - 1988	53,400	42,500	46,700	47,400	45,900
26. MANUFACTURING ENGINEERING MANAGER					
Average Number of Persons Responsible For	5	6	3	20	7
Lower Quartile - Reported Salary	34,000	35,000	44,010	43,433	42,600
Median - Reported Salary	56,250	47,750	47,500	50,520	48,000
Upper Quartile - Reported Salary	77,300	51,438	56,650	66,125	57,250
Average Salary - 1990	61,690	47,219	50,432	53,691	51,615
Average Salary - 1988	42,800	43,100	49,200	47,900	44,400
27. SENIOR ENGINEER					
Average Number of Persons Responsible For	0	2	0	0	1
Lower Quartile - Reported Salary	38,500	37,900	32,508	38,016	36,306
Median - Reported Salary	48,200	42,049	37,000	41,500	41,000
Upper Quartile - Reported Salary	50,300	50,000	40,000	48,144	50,000
Average Salary - 1990	48,091	42,736	39,973	41,031	44,316
Average Salary - 1988	40,700	37,800	31,900	41,000	38,000
28. LABORATORY TECHNICIAN					
Average Number of Persons Responsible For	0	0	0	D	0
Lower Quartile - Reported Salary	21,500	20,935	23,733		22,906
Median - Reported Salary	27,000	24,180	25,000		25,500
Upper Quartile - Reported Salary	30,700	32,608	27,637		29,488
Average Salary - 1990	28,879	25,133	25,046		27,307
Average Salary - 1988	*	*	*	*	*
29. PRODUCT DESIGNER					
Average Number of Persons Responsible For	0	0	0	1	0
Lower Quartile - Reported Salary	23,504	27,000	27,120	28,400	26,500
Median - Reported Salary	26,000	33,532	35,000	30,000	32,000
Upper Quartile - Reported Salary	37,000	37,100	39,000	35,500	37,052
Average Salary - 1990	35,727	33,970	30,783	30,164	34,270
Average Salary - 1988	34,900	32,100	29,300	35,200	33,200
30. MOLD DESIGNER					
Average Number of Persons Responsible For	0	0	0	1	0
Lower Quartile - Reported Salary	21,000	31,722	26,850	30,000	30,000
Median - Reported Salary	38,500	37,000	30,000	33,700	35,707
Upper Quartile - Reported Salary	44,250	52,022	43,500	40,000	44,250
Average Salary - 1990	41,620	40,916	42,646	35,856	40,977
Average Salary - 1988	31,700	31,400	33,600	36,000	32,500

D - Insufficient data; minimum 3 reporting companies required.

* - Data not collected in 1988.

ALL SALES VOLUMES

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
ENGINEERING (Continued)					
31. ESTIMATOR					
Average Number of Persons Responsible For	0	0	0	0	0
Lower Quartile - Reported Salary	20,000	26,000	20,250	N/A	23,500
Median - Reported Salary	25,000	30,000	24,000	23,000	28,000
Upper Quartile - Reported Salary	40,100	35,000	29,109	N/A	34,013
Average Salary - 1990	33,227	30,594	25,651	26,079	29,798
Average Salary - 1988	25,100	25,600	24,300	33,000	26,200
PERSONNEL					
32. PERSONNEL MANAGER					
Average Number of Persons Responsible For	1	5	3	3	4
Lower Quartile - Reported Salary	35,000	30,000	22,000	25,000	26,000
Median - Reported Salary	41,250	39,150	31,500	28,100	37,000
Upper Quartile - Reported Salary	48,000	49,800	49,752	48,000	48,504
Average Salary - 1990	41,898	41,754	35,052	34,056	39,269
Average Salary - 1988	36,200	35,700	36,400	29,400	35,100
33. OFFICE MANAGER					
Average Number of Persons Responsible For	1	3	2	2	2
Lower Quartile - Reported Salary	21,000	20,895	18,000	23,390	20,000
Median - Reported Salary	26,000	26,950	24,000	30,000	26,900
Upper Quartile - Reported Salary	30,500	32,750	33,500	37,000	33,500
Average Salary - 1990	31,779	26,667	26,172	30,029	28,528
Average Salary - 1988	24,700	25,000	21,900	23,000	23,800
PURCHASING					
34. PURCHASING AGENT					
Average Number of Persons Responsible For	2	1	2	1	2
Lower Quartile - Reported Salary	30,000	28,008	24,500	25,000	27,000
Median - Reported Salary	40,310	35,000	35,075	29,000	35,000
Upper Quartile - Reported Salary	49,500	41,500	42,000	49,210	43,200
Average Salary - 1990	45,304	36,897	33,972	38,273	37,674
Average Salary - 1988	37,100	33,000	35,100	28,300	33,800
35. BUYER					
Average Number of Persons Responsible For	0	0	0	0	0
Lower Quartile - Reported Salary	21,900	23,000	20,080	15,303	21,900
Median - Reported Salary	28,000	25,400	22,580	20,800	24,000
Upper Quartile - Reported Salary	34,000	30,750	25,000	28,485	31,000
Average Salary - 1990	42,498	28,925	24,333	22,805	29,939
Average Salary - 1988	27,400	24,000	25,900	23,400	25,100

N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES UP TO $1,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MANUFACTURING					
1. GENERAL MANAGER					
Average Number of Persons Responsible For	5	D		D	11
Lower Quartile - Reported Salary	N/A				54,500
Median - Reported Salary	72,000				62,000
Upper Quartile - Reported Salary	N/A				91,000
Average Salary - 1990	77,333				70,600
Average Salary - 1988	D	D		D	50,800
2. PLANT MANAGER					
Average Number of Persons Responsible For	D		D	D	10
Lower Quartile - Reported Salary					39,850
Median - Reported Salary					42,000
Upper Quartile - Reported Salary					66,850
Average Salary - 1990					51,080
Average Salary - 1988	D	D	D	D	34,100
3. PRODUCTION MANAGER/SUPERINTENDENT					
Average Number of Persons Responsible For	D	D	D		4
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					35,000
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					38,367
Average Salary - 1988	D	D	D	D	30,800
4. GENERAL FOREMAN					
Average Number of Persons Responsible For	6	D	D	D	5
Lower Quartile - Reported Salary	32,000				25,980
Median - Reported Salary	36,000				32,000
Upper Quartile - Reported Salary	40,000				38,000
Average Salary - 1990	36,000				31,495
Average Salary - 1988	D	31,300		D	28,800
5. MANAGER/PLANT OR INDUSTRIAL ENGINEER					
Average Number of Persons Responsible For	0				0
Lower Quartile - Reported Salary	N/A				N/A
Median - Reported Salary	37,000				37,000
Upper Quartile - Reported Salary	N/A				N/A
Average Salary - 1990	40,333				40,333
Average Salary - 1988	D	D			42,800
6. TRAFFIC MANAGER AND/OR DISTRIBUTION MANAGER					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	D				D

D - Insufficient data; minimum 3 reporting companies required.
N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES UP TO $1,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MANUFACTURING (Continued)					
7. MANAGER, QUALITY CONTROL					
Average Number of Persons Responsible For		D			D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	D	D			D
8. SUPERVISOR, QUALITY CONTROL					
Average Number of Persons Responsible For	D				D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988					
MARKETING					
9. VICE PRESIDENT SALES/SALES MANAGER					
Average Number of Persons Responsible For	D				D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	53,500	D	D	D	48,100
10. ASSISTANT SALES MANAGER					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988					
11. REGIONAL/DISTRICT SALES MANAGER					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	D		D		D
12. SENIOR SALESPERSON					
Average Number of Persons Responsible For	D		D		D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988		D	D		39,900

D - Insufficient data; minimum 3 reporting companies required.

FOR COMPANIES WITH SALES UP TO $1,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MARKETING (Continued)					
13. SALESPERSON 5 - 10 YEARS					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	D		D		D
14. SALESPERSON 3 - 5 YEARS					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	D		D		D
15. SALESPERSON 1 - 3 YEARS					
Average Number of Persons Responsible For		D	D		1
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					14,000
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					17,667
Average Salary - 1988	D	D	D		28,200
16. SALES TRAINEE					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988					
17. CUSTOMER SERVICE MANAGER					
Average Number of Persons Responsible For	D				D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	D	D			D
FINANCE AND ADMINISTRATIVE					
18. VP FINANCE/TREASURER					
Average Number of Persons Responsible For	D	D	D		2
Lower Quartile - Reported Salary					14,500
Median - Reported Salary					18,500
Upper Quartile - Reported Salary					77,000
Average Salary - 1990					40,300
Average Salary - 1988	D				D

D - Insufficient data; minimum 3 reporting companies required.\

FOR COMPANIES WITH SALES UP TO $1,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
FINANCE AND ADMINISTRATION (Continued)					
19. CONTROLLER OR ACCOUNTING MANAGER					
Average Number of Persons Responsible For	1			D	1
Lower Quartile - Reported Salary	N/A				N/A
Median - Reported Salary	33,000				31,500
Upper Quartile - Reported Salary	N/A				N/A
Average Salary - 1990	32,667				32,000
Average Salary - 1988	D	D			D
20. ACCOUNTANT - COST SUPERVISOR					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988					
21. ACCOUNTANT - GENERAL SUPERVISOR					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988					
22. CREDIT MANAGER					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	D				D
23. MANAGER - ELECTRONIC DATA PROCESSING					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988					
ENGINEERING					
24. RESEARCH & DEVELOPMENT DEPARTMENT MANAGER					
Average Number of Persons Responsible For	3				3
Lower Quartile - Reported Salary	N/A				N/A
Median - Reported Salary	73,600				73,600
Upper Quartile - Reported Salary	N/A				N/A
Average Salary - 1990	71,867				71,867
Average Salary - 1988	D	D			53,300

D - Insufficient data; minimum 3 reporting companies required.

N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES UP TO $1,000,0000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
ENGINEERING (Continued)					
25. CHIEF ENGINEER OR PLANT ENGINEER					
Average Number of Persons Responsible For	D			D	D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988					
26. MANUFACTURING ENGINEERING MANAGER					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988					
27. SENIOR ENGINEER					
Average Number of Persons Responsible For	D				D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	D	D			D
28. LABORATORY TECHNICIAN					
Average Number of Persons Responsible For	D				D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	*	*	*	*	*
29. PRODUCT DESIGNER					
Average Number of Persons Responsible For		D	D		D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	D	D			36,300
30. MOLD DESIGNER					
Average Number of Persons Responsible For				D	D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988		D			D

D - Insufficient data; minimum 3 reporting companies required.

* - Data not collected in 1988.

FOR COMPANIES WITH SALES UP TO $1,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
ENGINEERING (Continued)					
31. ESTIMATOR					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988					
PERSONNEL					
32. PERSONNEL MANAGER					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988					
33. OFFICE MANAGER					
Average Number of Persons Responsible For	0	1		D	0
Lower Quartile - Reported Salary	N/A	N/A			11,000
Median - Reported Salary	26,000	11,000			26,000
Upper Quartile - Reported Salary	N/A	N/A			26,780
Average Salary - 1990	24,667	15,832			21,182
Average Salary - 1988	D	D		D	22,200
PURCHASING					
34. PURCHASING AGENT					
Average Number of Persons Responsible For	D				D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988					
35. BUYER					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	D				D

D - Insufficient data; minimum 3 reporting companies required.
N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES BETWEEN $1,000,000 – $2,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MANUFACTURING					
1. GENERAL MANAGER					
Average Number of Persons Responsible For	D	D	D	D	11
Lower Quartile - Reported Salary					35,000
Median - Reported Salary					54,600
Upper Quartile - Reported Salary					55,000
Average Salary - 1990					47,657
Average Salary - 1988	D	55,800	49,600	45,200	50,600
2. PLANT MANAGER					
Average Number of Persons Responsible For	17	4			9
Lower Quartile - Reported Salary	N/A	N/A			31,200
Median - Reported Salary	55,000	37,500			42,000
Upper Quartile - Reported Salary	N/A	N/A			55,000
Average Salary - 1990	46,167	44,300			45,100
Average Salary - 1988	35,100	43,500	32,000	28,300	34,900
3. PRODUCTION MANAGER/SUPERINTENDENT					
Average Number of Persons Responsible For	D	D	17	D	12
Lower Quartile - Reported Salary			N/A		30,000
Median - Reported Salary			36,500		36,500
Upper Quartile - Reported Salary			N/A		45,000
Average Salary - 1990			36,500		37,500
Average Salary - 1988	D	31,300	35,200	D	34,100
4. GENERAL FOREMAN					
Average Number of Persons Responsible For	5	D	6	D	6
Lower Quartile - Reported Salary	N/A		21,625		24,500
Median - Reported Salary	32,000		29,900		30,950
Upper Quartile - Reported Salary	N/A		35,000		35,000
Average Salary - 1990	40,167		30,935		32,669
Average Salary - 1988	29,500	24,300	36,600	D	26,700
5. MANAGER/PLANT OR INDUSTRIAL ENGINEER					
Average Number of Persons Responsible For				D	D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988		33,500			33,500
6. TRAFFIC MANAGER AND/OR DISTRIBUTION MANAGER					
Average Number of Persons Responsible For		D	D		3
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					25,000
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					29,333
Average Salary - 1988		24,300			24,300

D - Insufficient data; minimum 3 reporting companies required.

N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES BETWEEN $1,000,000 - $2,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MANUFACTURING (Continued)					
7. MANAGER, QUALITY CONTROL					
Average Number of Persons Responsible For		D		D	2
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					35,000
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					31,667
Average Salary - 1988	D	23,400	D	D	28,300
8. SUPERVISOR, QUALITY CONTROL					
Average Number of Persons Responsible For	D		D		D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988		17,900	D		23,600
MARKETING					
9. VICE PRESIDENT SALES/SALES MANAGER					
Average Number of Persons Responsible For	D	D	D	D	2
Lower Quartile - Reported Salary					32,000
Median - Reported Salary					42,000
Upper Quartile - Reported Salary					60,000
Average Salary - 1990					47,714
Average Salary - 1988	D	35,000			35,800
10. ASSISTANT SALES MANAGER					
Average Number of Persons Responsible For	D				D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988					
11. REGIONAL/DISTRICT SALES MANAGER					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988		D	D		D
12. SENIOR SALESPERSON					
Average Number of Persons Responsible For			D	D	D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988					

D - Insufficient data; minimum 3 reporting companies required.

N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES BETWEEN $1,000,000 – $2,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MARKETING (Continued)					
13. SALESPERSON 5 - 10 YEARS					
Average Number of Persons Responsible For		D			D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988		D			D
14. SALESPERSON 3 - 5 YEARS					
Average Number of Persons Responsible For		D	D		0
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					22,620
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					28,615
Average Salary - 1988					
15. SALESPERSON 1 - 3 YEARS					
Average Number of Persons Responsible For			D	D	0
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					35,000
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					32,750
Average Salary - 1988		D	D	D	21,700
16. SALES TRAINEE					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988					
17. CUSTOMER SERVICE MANAGER					
Average Number of Persons Responsible For	D	D			D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988		D		D	18,600
FINANCE AND ADMINISTRATIVE					
18. VP FINANCE/TREASURER					
Average Number of Persons Responsible For			D		D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988		D	D	D	24,000

D - Insufficient data; minimum 3 reporting companies required.

FOR COMPANIES WITH SALES BETWEEN $1,000,000 - $2,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
FINANCE AND ADMINISTRATION (Continued)					
19. CONTROLLER OR ACCOUNTING MANAGER					
Average Number of Persons Responsible For	D	D	1		2
Lower Quartile - Reported Salary			N/A		19,500
Median - Reported Salary			27,000		27,500
Upper Quartile - Reported Salary			N/A		30,000
Average Salary - 1990			24,833		31,283
Average Salary - 1988	25,700	30,200			28,000
20. ACCOUNTANT - COST SUPERVISOR					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988					
21. ACCOUNTANT - GENERAL SUPERVISOR					
Average Number of Persons Responsible For	D	D		D	2
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					27,000
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					27,750
Average Salary - 1988		D		D	18,600
22. CREDIT MANAGER					
Average Number of Persons Responsible For			D		D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988			D		D
23. MANAGER - ELECTRONIC DATA PROCESSING					
Average Number of Persons Responsible For	D		D		D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988					
ENGINEERING					
24. RESEARCH & DEVELOPMENT DEPARTMENT MANAGER					
Average Number of Persons Responsible For			D		D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988		D			D

D - Insufficient data; minimum 3 reporting companies required.
N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES BETWEEN $1,000,000 - $2,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
ENGINEERING (Continued)					
25. CHIEF ENGINEER OR PLANT ENGINEER					
Average Number of Persons Responsible For	D				D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	D	38,000		D	38,300
26. MANUFACTURING ENGINEERING MANAGER					
Average Number of Persons Responsible For	D	D	D		1
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					45,000
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					39,500
Average Salary - 1988	D	D			D
27. SENIOR ENGINEER					
Average Number of Persons Responsible For	D	D			D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988		D			D
28. LABORATORY TECHNICIAN					
Average Number of Persons Responsible For	D				D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	*	*	*	*	*
29. PRODUCT DESIGNER					
Average Number of Persons Responsible For	D				D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988					
30. MOLD DESIGNER					
Average Number of Persons Responsible For		D			D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988		D			D

D - Insufficient data; minimum 3 reporting companies required.

* - Data not collected in 1988.

FOR COMPANIES WITH SALES BETWEEEN $1,000,000 – $2,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
ENGINEERING (Continued)					
31. ESTIMATOR					
Average Number of Persons Responsible For	D	D	D		0
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					20,000
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					28,167
Average Salary - 1988		D	D		D
PERSONNEL					
32. PERSONNEL MANAGER					
Average Number of Persons Responsible For		D	D		D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988		24,900		D	22,500
33. OFFICE MANAGER					
Average Number of Persons Responsible For	1	D	D	D	1
Lower Quartile - Reported Salary	N/A				16,000
Median - Reported Salary	24,500				20,000
Upper Quartile - Reported Salary	N/A				29,000
Average Salary - 1990	23,750				22,034
Average Salary - 1988		16,200	18,100	20,400	18,200
PURCHASING					
34. PURCHASING AGENT					
Average Number of Persons Responsible For	D		D	D	1
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					29,500
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					27,875
Average Salary - 1988		27,700		D	24,500
35. BUYER					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988		D	D		D

D - Insufficient data; minimum 3 reporting companies required.
N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES BETWEEN $2,000,000 – $5,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MANUFACTURING					
1. GENERAL MANAGER					
Average Number of Persons Responsible For	D	21	26	29	25
Lower Quartile - Reported Salary		40,000	57,000	54,600	51,240
Median - Reported Salary		65,192	59,232	59,359	58,912
Upper Quartile - Reported Salary		86,000	65,000	75,000	75,000
Average Salary - 1990		72,987	60,346	68,836	66,372
Average Salary - 1988	58,200	54,500	43,400	50,800	50,000
2. PLANT MANAGER					
Average Number of Persons Responsible For	15	28	18	16	19
Lower Quartile - Reported Salary	30,000	39,490	37,500	31,950	31,990
Median - Reported Salary	37,400	49,000	50,000	43,008	46,650
Upper Quartile - Reported Salary	55,000	51,350	57,500	55,000	53,750
Average Salary - 1990	40,800	48,258	48,056	47,901	46,864
Average Salary - 1988	44,300	41,300	38,600	44,600	41,300
3. PRODUCTION MANAGER/SUPERINTENDENT					
Average Number of Persons Responsible For	D	23	18	12	18
Lower Quartile - Reported Salary		30,600	32,160	29,000	31,260
Median - Reported Salary		36,750	37,000	38,000	37,000
Upper Quartile - Reported Salary		45,500	43,000	40,000	41,800
Average Salary - 1990		37,972	36,332	36,128	36,786
Average Salary - 1988	35,200	33,000	33,200	37,300	34,200
4. GENERAL FOREMAN					
Average Number of Persons Responsible For	D	7	21	6	9
Lower Quartile - Reported Salary		23,676	25,000	23,500	24,352
Median - Reported Salary		25,000	28,000	27,000	26,650
Upper Quartile - Reported Salary		27,500	32,000	36,220	32,000
Average Salary - 1990		25,783	28,778	34,029	30,209
Average Salary - 1988	26,600	20,200	25,200	30,000	23,100
5. MANAGER/PLANT OR INDUSTRIAL ENGINEER					
Average Number of Persons Responsible For	D	D	D	D	1
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					30,500
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					33,310
Average Salary - 1988	D	D	34,600	D	32,600
6. TRAFFIC MANAGER AND/OR DISTRIBUTION MANAGER					
Average Number of Persons Responsible For		D	1	D	1
Lower Quartile - Reported Salary			N/A		23,000
Median - Reported Salary			31,000		28,000
Upper Quartile - Reported Salary			N/A		31,000
Average Salary - 1990			28,667		26,143
Average Salary - 1988	D	D	17,400	20,500	22,200

D - Insufficient data; minimum of 3 reporting companies required.
N/A - Insufficient data; minimum of 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES BETWEEN $2,000,000 - $5,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MANUFACTURING (Continued)					
7. MANAGER, QUALITY CONTROL					
Average Number of Persons Responsible For	D	2	2	1	2
Lower Quartile - Reported Salary		28,936	26,160	25,415	27,872
Median - Reported Salary		34,000	30,000	30,000	30,000
Upper Quartile - Reported Salary		35,530	41,500	36,000	36,000
Average Salary - 1990		32,604	33,064	31,567	33,031
Average Salary - 1988	25,400	32,800	22,700	26,200	26,800
8. SUPERVISOR, QUALITY CONTROL					
Average Number of Persons Responsible For	D	3	D	2	4
Lower Quartile - Reported Salary		19,000		N/A	19,000
Median - Reported Salary		23,925		36,000	28,000
Upper Quartile - Reported Salary		30,000		N/A	31,100
Average Salary - 1990		24,325		36,920	25,593
Average Salary - 1988	24,100	26,400	20,300	25,300	24,000
MARKETING					
9. VICE PRESIDENT SALES/SALES MANAGER					
Average Number of Persons Responsible For	D	1	5	3	3
Lower Quartile - Reported Salary		48,460	42,000	35,250	44,500
Median - Reported Salary		53,500	48,250	54,600	54,000
Upper Quartile - Reported Salary		63,500	61,000	63,800	60,500
Average Salary - 1990		55,403	53,857	50,277	52,704
Average Salary - 1988	65,500	52,900	50,300	46,700	53,700
10. ASSISTANT SALES MANAGER					
Average Number of Persons Responsible For				D	D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	D	D			33,800
11. REGIONAL/DISTRICT SALES MANAGER					
Average Number of Persons Responsible For	D	D	D	1	1
Lower Quartile - Reported Salary				N/A	40,000
Median - Reported Salary				40,000	41,834
Upper Quartile - Reported Salary				N/A	43,944
Average Salary - 1990				39,700	43,572
Average Salary - 1988	D	D	D	D	43,400
12. SENIOR SALESPERSON					
Average Number of Persons Responsible For	D	D	D	0	1
Lower Quartile - Reported Salary				N/A	30,000
Median - Reported Salary				35,400	35,400
Upper Quartile - Reported Salary				N/A	44,000
Average Salary - 1990				40,467	37,057
Average Salary - 1988	35,200	D	D	D	41,900

D - Insufficient data; minimum 3 reporting companies required.

N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES BETWEEN $2,000,000 - $5,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MARKETING (Continued)					
13. SALESPERSON 5 - 10 YEARS					
Average Number of Persons Responsible For	0	D	D	0	0
Lower Quartile - Reported Salary	N/A			N/A	26,400
Median - Reported Salary	40,000			40,000	33,600
Upper Quartile - Reported Salary	N/A			N/A	44,000
Average Salary - 1990	36,000			38,000	34,904
Average Salary - 1988		D	42,400	D	40,200
14. SALESPERSON 3 - 5 YEARS					
Average Number of Persons Responsible For	D		D	0	0
Lower Quartile - Reported Salary				N/A	22,500
Median - Reported Salary				37,000	33,000
Upper Quartile - Reported Salary				N/A	37,500
Average Salary - 1990				26,250	28,000
Average Salary - 1988	29,400	D	D	D	31,400
15. SALESPERSON 1 - 3 YEARS					
Average Number of Persons Responsible For	0	0	0	0	0
Lower Quartile - Reported Salary	N/A	N/A	N/A	25,000	24,000
Median - Reported Salary	30,000	24,000	46,632	39,800	30,000
Upper Quartile - Reported Salary	N/A	N/A	N/A	42,360	40,000
Average Salary - 1990	30,000	24,583	37,877	34,087	31,877
Average Salary - 1988	27,500	31,600	25,400	D	27,800
16. SALES TRAINEE					
Average Number of Persons Responsible For	D		D	D	0
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					24,400
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					27,970
Average Salary - 1988				D	D
17. CUSTOMER SERVICE MANAGER					
Average Number of Persons Responsible For	D	1	0	0	0
Lower Quartile - Reported Salary		22,500	N/A	20,000	20,000
Median - Reported Salary		26,340	20,000	20,000	22,500
Upper Quartile - Reported Salary		30,000	N/A	31,200	29,000
Average Salary - 1990		29,363	22,240	24,004	25,172
Average Salary - 1988	24,600	27,200	19,300	D	23,100
FINANCE AND ADMINISTRATIVE					
18. VP FINANCE/TREASURER					
Average Number of Persons Responsible For		4	D	2	2
Lower Quartile - Reported Salary		N/A		31,750	40,000
Median - Reported Salary		50,000		40,000	50,000
Upper Quartile - Reported Salary		N/A		54,900	52,200
Average Salary - 1990		50,333		42,660	46,430
Average Salary - 1988	D	D	45,800	D	58,900

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N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES BETWEEN $2,000,000 - $5,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
FINANCE AND ADMINISTRATION (Continued)					
19. CONTROLLER OR ACCOUNTING MANAGER					
Average Number of Persons Responsible For	2	1	D	1	1
Lower Quartile - Reported Salary	N/A	28,850		30,000	29,850
Median - Reported Salary	45,000	36,400		32,000	32,000
Upper Quartile - Reported Salary	N/A	51,500		35,000	39,700
Average Salary - 1990	44,667	39,420		32,478	35,394
Average Salary - 1988	25,200	38,000	20,300	34,400	30,700
20. ACCOUNTANT - COST SUPERVISOR					
Average Number of Persons Responsible For		D		D	1
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					21,000
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					22,867
Average Salary - 1988	D				D
21. ACCOUNTANT - GENERAL SUPERVISOR					
Average Number of Persons Responsible For	D	1	1	1	1
Lower Quartile - Reported Salary		21,000	18,360	N/A	19,000
Median - Reported Salary		26,000	20,640	20,000	21,000
Upper Quartile - Reported Salary		27,604	31,000	N/A	27,200
Average Salary - 1990		24,642	23,872	22,333	23,469
Average Salary - 1988	29,600	24,700	D	D	25,800
22. CREDIT MANAGER					
Average Number of Persons Responsible For				D	D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988			D		D
23. MANAGER - ELECTRONIC DATA PROCESSING					
Average Number of Persons Responsible For		D	D	D	1
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					23,400
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					26,387
Average Salary - 1988	D	D		D	34,400
ENGINEERING					
24. RESEARCH & DEVELOPMENT DEPARTMENT MANAGER					
Average Number of Persons Responsible For		D		2	3
Lower Quartile - Reported Salary				N/A	N/A
Median - Reported Salary				40,800	42,400
Upper Quartile - Reported Salary				N/A	N/A
Average Salary - 1990				39,600	40,700
Average Salary - 1988	D	D	D		45,100

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N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES BETWEEN $2,000,000 - $5,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
ENGINEERING (Continued)					
25. CHIEF ENGINEER OR PLANT ENGINEER					
Average Number of Persons Responsible For	D	4	13	3	6
Lower Quartile - Reported Salary		40,000	N/A	N/A	40,000
Median - Reported Salary		40,008	57,216	47,360	44,720
Upper Quartile - Reported Salary		57,980	N/A	N/A	57,216
Average Salary - 1990		45,741	56,739	47,930	47,808
Average Salary - 1988	39,800	38,200	D		39,900
26. MANUFACTURING ENGINEERING MANAGER					
Average Number of Persons Responsible For	D	4	D	6	4
Lower Quartile - Reported Salary		N/A		N/A	35,000
Median - Reported Salary		35,000		50,040	46,000
Upper Quartile - Reported Salary		N/A		N/A	50,040
Average Salary - 1990		37,300		56,435	46,151
Average Salary - 1988	40,200	D	D	D	39,400
27. SENIOR ENGINEER					
Average Number of Persons Responsible For		3	D	D	2
Lower Quartile - Reported Salary		N/A			26,000
Median - Reported Salary		26,000			31,000
Upper Quartile - Reported Salary		N/A			38,220
Average Salary - 1990		30,040			32,187
Average Salary - 1988	29,000	26,900	D	D	30,000
28. LABORATORY TECHNICIAN					
Average Number of Persons Responsible For					
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	*	*	*	*	*
29. PRODUCT DESIGNER					
Average Number of Persons Responsible For	D	1	D	1	1
Lower Quartile - Reported Salary		N/A		N/A	25,000
Median - Reported Salary		33,300		30,500	30,500
Upper Quartile - Reported Salary		N/A		N/A	35,100
Average Salary - 1990		34,650		31,971	30,223
Average Salary - 1988	D	D			27,500
30. MOLD DESIGNER					
Average Number of Persons Responsible For		D	D	1	0
Lower Quartile - Reported Salary				N/A	23,700
Median - Reported Salary				34,645	30,645
Upper Quartile - Reported Salary				N/A	38,000
Average Salary - 1990				37,323	30,865
Average Salary - 1988	28,600	D	31,300	D	31,200

D - Insufficient data; minimum 3 reporting companies required.
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* - Data not collected in 1988.

FOR COMPANIES WITH SALES BETWEEN $2,000,000 - $5,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
ENGINEERING (Continued)					
31. ESTIMATOR					
Average Number of Persons Responsible For	D	0	D	D	0
Lower Quartile - Reported Salary		N/A			20,000
Median - Reported Salary		28,000			24,000
Upper Quartile - Reported Salary		N/A			28,000
Average Salary - 1990		26,500			23,195
Average Salary - 1988	26,300	18,300	D	D	21,400
PERSONNEL					
32. PERSONNEL MANAGER					
Average Number of Persons Responsible For	D	0	D	0	0
Lower Quartile - Reported Salary		N/A		N/A	17,320
Median - Reported Salary		19,000		25,000	24,000
Upper Quartile - Reported Salary		N/A		N/A	32,750
Average Salary - 1990		27,933		25,000	25,096
Average Salary - 1988	D	D	D	D	22,200
33. OFFICE MANAGER					
Average Number of Persons Responsible For	D	1	1	1	1
Lower Quartile - Reported Salary		N/A	16,000	N/A	17,000
Median - Reported Salary		33,500	18,120	30,620	20,000
Upper Quartile - Reported Salary		N/A	20,000	N/A	33,500
Average Salary - 1990		28,833	19,040	29,560	24,332
Average Salary - 1988	23,700	23,200	20,200	23,800	22,300
PURCHASING					
34. PURCHASING AGENT					
Average Number of Persons Responsible For		0	1	1	1
Lower Quartile - Reported Salary		N/A	N/A	26,000	25,500
Median - Reported Salary		27,404	26,000	35,800	28,008
Upper Quartile - Reported Salary		N/A	N/A	48,000	36,300
Average Salary - 1990		26,952	24,300	38,767	31,793
Average Salary - 1988		27,400	D	28,000	27,500
35. BUYER					
Average Number of Persons Responsible For		D	D	0	0
Lower Quartile - Reported Salary				15,553	16,500
Median - Reported Salary				20,800	22,000
Upper Quartile - Reported Salary				23,000	24,000
Average Salary - 1990				19,581	21,487
Average Salary - 1988	28,100	D	22,000	16,800	22,800

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FOR COMPANIES WITH SALES BETWEEN $5,000,000 - $10,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MANUFACTURING					
1. GENERAL MANAGER					
Average Number of Persons Responsible For	39	52	19	D	41
Lower Quartile - Reported Salary	N/A	61,000	N/A		60,000
Median - Reported Salary	83,000	69,000	60,000		69,000
Upper Quartile - Reported Salary	N/A	81,000	N/A		95,500
Average Salary - 1990	85,250	72,200	66,000		76,288
Average Salary - 1988	74,400	83,500	67,700	D	72,800
2. PLANT MANAGER					
Average Number of Persons Responsible For	37	53	37		47
Lower Quartile - Reported Salary	N/A	40,040	33,200		40,720
Median - Reported Salary	47,500	48,000	41,950		45,700
Upper Quartile - Reported Salary	N/A	52,800	50,000		52,650
Average Salary - 1990	51,000	49,468	45,267		48,705
Average Salary - 1988	53,100	50,200	49,000	55,300	51,900
3. PRODUCTION MANAGER/SUPERINTENDENT					
Average Number of Persons Responsible For	32	33	46	D	33
Lower Quartile - Reported Salary	36,441	29,000	N/A		29,750
Median - Reported Salary	48,150	35,000	32,500		37,648
Upper Quartile - Reported Salary	54,500	42,328	N/A		46,500
Average Salary - 1990	44,906	37,759	37,333		40,292
Average Salary - 1988	40,500	39,600	33,000	40,600	38,300
4. GENERAL FOREMAN					
Average Number of Persons Responsible For	16	5	13	D	7
Lower Quartile - Reported Salary	N/A	23,268	22,610		24,000
Median - Reported Salary	28,000	26,400	25,000		25,000
Upper Quartile - Reported Salary	N/A	31,600	29,550		30,000
Average Salary - 1990	28,000	32,270	25,347		30,626
Average Salary - 1988	28,600	21,500	26,300	32,200	26,500
5. MANAGER/PLANT OR INDUSTRIAL ENGINEER					
Average Number of Persons Responsible For	D	1	D		2
Lower Quartile - Reported Salary		35,500			32,500
Median - Reported Salary		35,950			35,900
Upper Quartile - Reported Salary		40,000			42,500
Average Salary - 1990		37,900			37,044
Average Salary - 1988	34,600		39,300	D	36,400
6. TRAFFIC MANAGER AND/OR DISTRIBUTION MANAGER					
Average Number of Persons Responsible For	D	4	D		4
Lower Quartile - Reported Salary		22,000			22,500
Median - Reported Salary		24,500			24,300
Upper Quartile - Reported Salary		25,000			25,000
Average Salary - 1990		24,000			23,889
Average Salary - 1988	31,300	D	D	34,200	32,000

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FOR COMPANIES WITH SALES BETWEEN $5,000,000 - $10,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MANUFACTURING (Continued)					
7. MANAGER, QUALITY CONTROL					
Average Number of Persons Responsible For	D	3	D	D	3
Lower Quartile - Reported Salary		24,436			24,000
Median - Reported Salary		29,158			29,158
Upper Quartile - Reported Salary		31,400			32,800
Average Salary - 1990		29,974			30,122
Average Salary - 1988	38,900	32,500	33,000	35,400	34,400
8. SUPERVISOR, QUALITY CONTROL					
Average Number of Persons Responsible For	D	1	D	D	1
Lower Quartile - Reported Salary		N/A			15,040
Median - Reported Salary		24,500			20,500
Upper Quartile - Reported Salary		N/A			25,500
Average Salary - 1990		25,550			19,980
Average Salary - 1988	D	30,500	D	D	28,600
MARKETING					
9. VICE PRESIDENT SALES/SALES MANAGER					
Average Number of Persons Responsible For	4	5	1	1	3
Lower Quartile - Reported Salary	51,732	45,000	N/A	N/A	47,032
Median - Reported Salary	57,500	54,000	60,000	87,678	56,160
Upper Quartile - Reported Salary	60,000	61,000	N/A	N/A	61,100
Average Salary - 1990	55,808	51,878	57,333	80,559	57,232
Average Salary - 1988	52,400	57,100	49,800	61,600	54,600
10. ASSISTANT SALES MANAGER					
Average Number of Persons Responsible For	D	D			D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	D		D	D	33,900
11. REGIONAL/DISTRICT SALES MANAGER					
Average Number of Persons Responsible For	D	D		D	1
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					60,500
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					49,625
Average Salary - 1988	D	D	D	53,100	45,300
12. SENIOR SALESPERSON					
Average Number of Persons Responsible For	0	0			0
Lower Quartile - Reported Salary	N/A	N/A			37,076
Median - Reported Salary	44,000	50,000			47,000
Upper Quartile - Reported Salary	N/A	N/A			53,000
Average Salary - 1990	44,000	59,692			51,846
Average Salary - 1988	D	40,000	D	45,400	43,300

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FOR COMPANIES WITH SALES BETWEEN $5,000,000 – $10,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MARKETING (Continued)					
13. SALESPERSON 5 - 10 YEARS					
Average Number of Persons Responsible For	D	0	D	D	1
Lower Quartile - Reported Salary		N/A			30,000
Median - Reported Salary		42,000			42,000
Upper Quartile - Reported Salary		N/A			58,000
Average Salary - 1990		46,200			44,667
Average Salary - 1988		D	D	D	39,900
14. SALESPERSON 3 - 5 YEARS					
Average Number of Persons Responsible For	D	0	D		0
Lower Quartile - Reported Salary		N/A			28,000
Median - Reported Salary		34,000			34,000
Upper Quartile - Reported Salary		N/A			40,000
Average Salary - 1990		31,875			32,636
Average Salary - 1988		42,300	D	D	38,900
15. SALESPERSON 1 - 3 YEARS					
Average Number of Persons Responsible For	0	D	D	D	0
Lower Quartile - Reported Salary	N/A				21,000
Median - Reported Salary	29,000				29,500
Upper Quartile - Reported Salary	N/A				36,850
Average Salary - 1990	33,250				30,855
Average Salary - 1988	D	D	D	38,200	32,500
16. SALES TRAINEE					
Average Number of Persons Responsible For		D	D		D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988				D	D
17. CUSTOMER SERVICE MANAGER					
Average Number of Persons Responsible For	2	1	D		1
Lower Quartile - Reported Salary	23,500	25,800			24,000
Median - Reported Salary	25,000	30,000			26,900
Upper Quartile - Reported Salary	31,100	34,250			32,500
Average Salary - 1990	26,840	30,289			28,373
Average Salary - 1988	27,600	26,300	29,800	27,600	27,500
FINANCE AND ADMINISTRATIVE					
18. VP FINANCE/TREASURER					
Average Number of Persons Responsible For	D	8	D	D	6
Lower Quartile - Reported Salary		N/A			45,600
Median - Reported Salary		47,800			62,500
Upper Quartile - Reported Salary		N/A			77,500
Average Salary - 1990		54,050			64,467
Average Salary - 1988	D	55,500	D	D	56,500

D - Insufficient data; minimum 3 reporting companies required.

N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES BETWEEN $5,000,000 - $10,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
FINANCE AND ADMINISTRATION (Continued)					
19. CONTROLLER OR ACCOUNTING MANAGER					
Average Number of Persons Responsible For	3	3		D	3
Lower Quartile - Reported Salary	N/A	32,000			32,000
Median - Reported Salary	42,000	36,870			36,870
Upper Quartile - Reported Salary	N/A	42,000			42,000
Average Salary - 1990	45,667	37,954			38,753
Average Salary - 1988	35,900	36,300	35,300	37,400	36,100
20. ACCOUNTANT - COST SUPERVISOR					
Average Number of Persons Responsible For		1	D	D	1
Lower Quartile - Reported Salary		N/A			23,400
Median - Reported Salary		26,000			25,000
Upper Quartile - Reported Salary		N/A			33,000
Average Salary - 1990		27,667			34,400
Average Salary - 1988	D	D	24,300	41,100	31,400
21. ACCOUNTANT - GENERAL SUPERVISOR					
Average Number of Persons Responsible For	D	1			1
Lower Quartile - Reported Salary		N/A			18,700
Median - Reported Salary		21,928			24,856
Upper Quartile - Reported Salary		N/A			30,236
Average Salary - 1990		23,064			24,546
Average Salary - 1988	D	21,800	22,200	D	25,000
22. CREDIT MANAGER					
Average Number of Persons Responsible For	D	D	D		0
Lower Quartile - Reported Salary					23,810
Median - Reported Salary					25,000
Upper Quartile - Reported Salary					39,200
Average Salary - 1990					30,204
Average Salary - 1988	D	D		D	25,400
23. MANAGER - ELECTRONIC DATA PROCESSING					
Average Number of Persons Responsible For	D	D			1
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					27,560
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					26,453
Average Salary - 1988		D	34,000	D	30,600
ENGINEERING					
24. RESEARCH & DEVELOPMENT DEPARTMENT MANAGER					
Average Number of Persons Responsible For		D	D		D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	D	D	D	D	44,500

D - Insufficient data; minimum 3 reporting companies required.
N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES BETWEEN $5,000,000 - $10,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
ENGINEERING (Continued)					
25. CHIEF ENGINEER OR PLANT ENGINEER					
Average Number of Persons Responsible For	5	2	D		3
Lower Quartile - Reported Salary	N/A	42,710			42,000
Median - Reported Salary	49,050	46,650			47,750
Upper Quartile - Reported Salary	N/A	57,064			54,900
Average Salary - 1990	47,025	49,731			48,732
Average Salary - 1988	D	43,800	40,200	46,400	44,700
26. MANUFACTURING ENGINEERING MANAGER					
Average Number of Persons Responsible For	D	D			4
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					46,250
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					57,300
Average Salary - 1988	39,800	33,900	D	D	37,800
27. SENIOR ENGINEER					
Average Number of Persons Responsible For	D	4	D		3
Lower Quartile - Reported Salary		36,000			30,000
Median - Reported Salary		42,848			37,000
Upper Quartile - Reported Salary		60,040			46,624
Average Salary - 1990		46,986			39,616
Average Salary - 1988	39,400	42,500	23,800	D	36,900
28. LABORATORY TECHNICIAN					
Average Number of Persons Responsible For	D	D			0
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					32,916
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					26,479
Average Salary - 1988	*	*	*	*	*
29. PRODUCT DESIGNER					
Average Number of Persons Responsible For	D	0	D		1
Lower Quartile - Reported Salary		N/A			20,000
Median - Reported Salary		20,000			23,000
Upper Quartile - Reported Salary		N/A			36,000
Average Salary - 1990		25,333			26,429
Average Salary - 1988			22,300	D	26,800
30. MOLD DESIGNER					
Average Number of Persons Responsible For	D	D	D	D	0
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					38,750
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					47,636
Average Salary - 1988		D	27,700	D	32,300

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* - Data not collected in 1988.

FOR COMPANIES WITH SALES BETWEEN $5,000,000 – $10,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
ENGINEERING (Continued)					
31. ESTIMATOR					
Average Number of Persons Responsible For	D	0			0
Lower Quartile - Reported Salary		N/A			17,800
Median - Reported Salary		26,800			26,000
Upper Quartile - Reported Salary		N/A			30,050
Average Salary - 1990		26,700			25,743
Average Salary - 1988	D	23,800	25,700	D	26,200
PERSONNEL					
32. PERSONNEL MANAGER					
Average Number of Persons Responsible For	0	D	0	D	2
Lower Quartile - Reported Salary	N/A		N/A		21,000
Median - Reported Salary	30,700		21,000		28,000
Upper Quartile - Reported Salary	N/A		N/A		43,000
Average Salary - 1990	31,300		21,253		31,160
Average Salary - 1988	26,100	31,200	30,500	30,700	29,500
33. OFFICE MANAGER					
Average Number of Persons Responsible For	D	3		D	3
Lower Quartile - Reported Salary		17,135			22,270
Median - Reported Salary		26,260			29,700
Upper Quartile - Reported Salary		39,850			37,000
Average Salary - 1990		28,046			29,747
Average Salary - 1988		23,000	29,500	D	26,500
PURCHASING					
34. PURCHASING AGENT					
Average Number of Persons Responsible For	1	1	1	D	1
Lower Quartile - Reported Salary	27,000	23,900	N/A		22,000
Median - Reported Salary	30,000	33,000	22,500		30,000
Upper Quartile - Reported Salary	34,580	35,000	N/A		35,000
Average Salary - 1990	32,180	29,978	24,900		29,452
Average Salary - 1988	32,700	29,400	33,800	26,400	30,700
35. BUYER					
Average Number of Persons Responsible For	D	D			0
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					26,750
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					27,375
Average Salary - 1988	D	D	D	D	22,000

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FOR COMPANIES WITH SALES BETWEEN $10,000,000 – $25,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MANUFACTURING					
1. GENERAL MANAGER					
Average Number of Persons Responsible For	183	87	170	53	118
Lower Quartile - Reported Salary	82,300	70,750	85,000	N/A	76,500
Median - Reported Salary	101,500	83,250	99,628	125,000	95,000
Upper Quartile - Reported Salary	120,000	126,000	120,000	N/A	125,000
Average Salary - 1990	108,883	112,923	99,743	98,333	108,178
Average Salary - 1988	-	-	-	-	-
2. PLANT MANAGER					
Average Number of Persons Responsible For	145	61	92	55	78
Lower Quartile - Reported Salary	60,000	47,000	52,000	48,000	49,560
Median - Reported Salary	65,000	54,000	69,000	51,500	57,600
Upper Quartile - Reported Salary	72,000	69,100	70,148	73,560	70,000
Average Salary - 1990	66,214	57,964	64,619	56,509	60,240
Average Salary - 1988	-	-	-	-	-
3. PRODUCTION MANAGER/SUPERINTENDENT					
Average Number of Persons Responsible For	20	47	30	54	38
Lower Quartile - Reported Salary	N/A	38,800	34,925	N/A	39,800
Median - Reported Salary	50,000	43,668	41,000	46,000	43,334
Upper Quartile - Reported Salary	N/A	50,700	44,500	N/A	50,000
Average Salary - 1990	50,583	47,709	37,092	46,150	45,850
Average Salary - 1988	-	-	-	-	-
4. GENERAL FOREMAN					
Average Number of Persons Responsible For	18	30	14	26	24
Lower Quartile - Reported Salary	29,500	28,050	27,500	N/A	28,050
Median - Reported Salary	33,558	34,500	31,476	40,000	32,000
Upper Quartile - Reported Salary	40,000	40,100	32,000	N/A	40,000
Average Salary - 1990	31,990	31,890	31,061	35,374	31,912
Average Salary - 1988	-	-	-	-	-
5. MANAGER/PLANT OR INDUSTRIAL ENGINEER					
Average Number of Persons Responsible For	6	5	5	6	5
Lower Quartile - Reported Salary	38,000	33,300	N/A	N/A	33,720
Median - Reported Salary	44,150	38,060	42,000	37,150	39,030
Upper Quartile - Reported Salary	52,468	50,850	N/A	N/A	50,700
Average Salary - 1990	43,046	40,503	42,333	42,175	41,665
Average Salary - 1988	-	-	-	-	-
6. TRAFFIC MANAGER AND/OR DISTRIBUTION MANAGER					
Average Number of Persons Responsible For	8	4	4	1	4
Lower Quartile - Reported Salary	N/A	27,142	22,916	N/A	26,200
Median - Reported Salary	33,000	31,775	27,456	28,000	30,700
Upper Quartile - Reported Salary	N/A	34,750	34,500	N/A	35,000
Average Salary - 1990	32,229	30,728	28,458	34,147	30,854
Average Salary - 1988	-	-	-	-	-

N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES BETWEEN $10,000,000 - $25,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MANUFACTURING (Continued)					
7. MANAGER, QUALITY CONTROL					
Average Number of Persons Responsible For	5	5	7	5	6
Lower Quartile - Reported Salary	36,540	38,780	34,770	34,100	36,000
Median - Reported Salary	42,000	42,642	40,783	40,000	40,792
Upper Quartile - Reported Salary	45,000	47,580	47,500	50,000	46,790
Average Salary - 1990	41,632	42,252	42,062	41,374	41,991
Average Salary - 1988	-	-	-	-	-
8. SUPERVISOR, QUALITY CONTROL					
Average Number of Persons Responsible For	6	3	7	4	4
Lower Quartile - Reported Salary	N/A	25,936	27,500	N/A	26,072
Median - Reported Salary	37,058	30,700	28,924	28,248	29,800
Upper Quartile - Reported Salary	N/A	33,245	30,000	N/A	36,000
Average Salary - 1990	37,279	29,698	28,518	30,656	30,599
Average Salary - 1988	-	-	-	-	-
MARKETING					
9. VICE PRESIDENT SALES/SALES MANAGER					
Average Number of Persons Responsible For	8	5	9	3	6
Lower Quartile - Reported Salary	63,044	54,500	48,000	N/A	51,208
Median - Reported Salary	72,500	65,500	71,256	50,100	66,080
Upper Quartile - Reported Salary	106,000	79,000	74,700	N/A	79,500
Average Salary - 1990	80,510	72,162	60,006	56,790	69,796
Average Salary - 1988	-	-	-	-	-
10. ASSISTANT SALES MANAGER					
Average Number of Persons Responsible For	1	1	D	D	1
Lower Quartile - Reported Salary	N/A	N/A			34,500
Median - Reported Salary	51,000	43,000			38,500
Upper Quartile - Reported Salary	N/A	N/A			51,000
Average Salary - 1990	52,650	55,925			52,169
Average Salary - 1988	-	-	-	-	-
11. REGIONAL/DISTRICT SALES MANAGER					
Average Number of Persons Responsible For	2	0	0	D	1
Lower Quartile - Reported Salary	43,717	39,500	41,010		44,100
Median - Reported Salary	54,000	49,747	44,478		46,063
Upper Quartile - Reported Salary	55,000	63,000	55,000		55,000
Average Salary - 1990	50,946	47,434	45,693		47,940
Average Salary - 1988	-	-	-	-	-
12. SENIOR SALESPERSON					
Average Number of Persons Responsible For	0	0	D	D	0
Lower Quartile - Reported Salary	N/A	27,925			36,000
Median - Reported Salary	43,005	45,100			44,310
Upper Quartile - Reported Salary	N/A	46,900			46,800
Average Salary - 1990	39,835	40,292			42,191
Average Salary - 1988	-	-	-	-	-

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FOR COMPANIES WITH SALES BETWEEN $10,000,000 – $25,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MARKETING (Continued)					
13. SALESPERSON 5 - 10 YEARS					
Average Number of Persons Responsible For	0	0	D	D	0
Lower Quartile - Reported Salary	N/A	23,500			31,000
Median - Reported Salary	38,500	36,050			38,150
Upper Quartile - Reported Salary	N/A	40,356			47,300
Average Salary - 1990	39,500	33,198			39,792
Average Salary - 1988	-	-	-	-	-
14. SALESPERSON 3 - 5 YEARS					
Average Number of Persons Responsible For	0	0	D		0
Lower Quartile - Reported Salary	N/A	27,050			30,600
Median - Reported Salary	36,500	31,770			33,400
Upper Quartile - Reported Salary	N/A	33,400			35,000
Average Salary - 1990	34,143	28,437			31,184
Average Salary - 1988	-	-	-	-	-
15. SALESPERSON 1 - 3 YEARS					
Average Number of Persons Responsible For	0	0	0	D	0
Lower Quartile - Reported Salary	29,375	24,899	N/A		28,000
Median - Reported Salary	34,000	33,600	30,000		32,400
Upper Quartile - Reported Salary	44,800	38,750	N/A		38,500
Average Salary - 1990	33,638	31,018	28,900		32,414
Average Salary - 1988	-	-	-	-	-
16. SALES TRAINEE					
Average Number of Persons Responsible For	D	0	D	D	0
Lower Quartile - Reported Salary		N/A			19,370
Median - Reported Salary		22,000			26,500
Upper Quartile - Reported Salary		N/A			35,000
Average Salary - 1990		22,468			27,109
Average Salary - 1988	-	-	-	-	-
17. CUSTOMER SERVICE MANAGER					
Average Number of Persons Responsible For	5	3	6	D	3
Lower Quartile - Reported Salary	N/A	19,985	N/A		21,400
Median - Reported Salary	32,770	27,275	30,288		27,638
Upper Quartile - Reported Salary	N/A	36,950	N/A		36,900
Average Salary - 1990	32,885	27,763	31,096		28,611
Average Salary - 1988	-	-	-	-	-
FINANCE AND ADMINISTRATIVE					
18. VP FINANCE/TREASURER	11	4	11	4	6
Average Number of Persons Responsible For	N/A	52,000	N/A	N/A	53,300
Lower Quartile - Reported Salary	65,000	57,000	58,000	57,600	61,500
Median - Reported Salary	N/A	73,300	N/A	N/A	74,150
Upper Quartile - Reported Salary	82,933	60,412	66,167	63,367	65,096
Average Salary - 1990	-	-	-	-	-
Average Salary - 1988					

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FOR COMPANIES WITH SALES BETWEEN $10,000,000 – $25,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
FINANCE AND ADMINISTRATION (Continued)					
19. CONTROLLER OR ACCOUNTING MANAGER					
Average Number of Persons Responsible For	5	4	5	4	4
Lower Quartile - Reported Salary	45,000	41,400	35,800	37,020	39,000
Median - Reported Salary	52,500	48,350	44,520	39,000	48,350
Upper Quartile - Reported Salary	56,800	50,700	52,500	51,940	52,104
Average Salary - 1990	55,717	46,908	45,632	43,384	47,600
Average Salary - 1988	-	-	-	-	-
20. ACCOUNTANT - COST SUPERVISOR					
Average Number of Persons Responsible For	2	1	2	D	1
Lower Quartile - Reported Salary	N/A	23,103	N/A		25,000
Median - Reported Salary	35,000	26,250	33,500		30,800
Upper Quartile - Reported Salary	N/A	30,800	N/A		35,000
Average Salary - 1990	31,750	27,351	35,500		30,494
Average Salary - 1988	-	-	-	-	-
21. ACCOUNTANT - GENERAL SUPERVISOR			-		
Average Number of Persons Responsible For	2	2	3	D	2
Lower Quartile - Reported Salary	N/A	26,000	N/A		26,000
Median - Reported Salary	33,000	30,660	31,036		30,366
Upper Quartile - Reported Salary	N/A	33,600	N/A		33,300
Average Salary - 1990	29,200	30,791	30,209		30,196
Average Salary - 1988	-	-	-	-	-
22. CREDIT MANAGER					
Average Number of Persons Responsible For	2	1	D	D	1
Lower Quartile - Reported Salary	N/A	20,000			25,000
Median - Reported Salary	31,842	25,500			28,700
Upper Quartile - Reported Salary	N/A	40,000			32,000
Average Salary - 1990	31,671	28,754			28,383
Average Salary - 1988	-	-	-	-	-
23. MANAGER - ELECTRONIC DATA PROCESSING					
Average Number of Persons Responsible For	1	1	1	D	1
Lower Quartile - Reported Salary	N/A	33,000	N/A		30,000
Median - Reported Salary	43,150	40,700	37,868		40,350
Upper Quartile - Reported Salary	N/A	44,050	N/A		44,100
Average Salary - 1990	40,075	40,307	38,917		39,207
Average Salary - 1988	-	-	-	-	-
ENGINEERING					
24. RESEARCH & DEVELOPMENT DEPARTMENT MANAGER					
Average Number of Persons Responsible For	6	4	D	D	5
Lower Quartile - Reported Salary	N/A	46,700			45,350
Median - Reported Salary	56,250	50,000			51,600
Upper Quartile - Reported Salary	N/A	56,400			65,500
Average Salary - 1990	54,875	52,289			54,083
Average Salary - 1988	-	-	-	-	-

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FOR COMPANIES WITH SALES BETWEEN $10,000,000 – $25,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
ENGINEERING (Continued)					
25. CHIEF ENGINEER OR PLANT ENGINEER					
Average Number of Persons Responsible For	D	4	5	D	4
Lower Quartile - Reported Salary		46,000	42,000		43,500
Median - Reported Salary		51,500	50,000		50,000
Upper Quartile - Reported Salary		55,000	55,000		54,306
Average Salary - 1990		50,776	49,105		48,705
Average Salary - 1988	-	-	-	-	-
26. MANUFACTURING ENGINEERING MANAGER					
Average Number of Persons Responsible For		9	D	5	7
Lower Quartile - Reported Salary		35,000		N/A	35,000
Median - Reported Salary		46,250		46,800	45,000
Upper Quartile - Reported Salary		50,500		N/A	51,000
Average Salary - 1990		45,752		44,313	45,318
Average Salary - 1988	-	-	-	-	-
27. SENIOR ENGINEER					
Average Number of Persons Responsible For	0	2	0	1	1
Lower Quartile - Reported Salary	N/A	37,106	36,000	N/A	37,600
Median - Reported Salary	47,314	43,000	39,000	40,008	40,625
Upper Quartile - Reported Salary	N/A	49,175	40,000	N/A	48,350
Average Salary - 1990	43,579	42,760	40,261	39,615	42,038
Average Salary - 1988	-	-	-	-	-
28. LABORATORY TECHNICIAN					
Average Number of Persons Responsible For	D	0	0		0
Lower Quartile - Reported Salary		20,380	N/A		21,880
Median - Reported Salary		26,428	26,154		26,154
Upper Quartile - Reported Salary		35,150	N/A		31,078
Average Salary - 1990		25,480	26,248		25,459
Average Salary - 1988	*	*	*	*	*
29. PRODUCT DESIGNER					
Average Number of Persons Responsible For	D	0	0	D	0
Lower Quartile - Reported Salary		29,000	N/A		27,120
Median - Reported Salary		33,500	35,000		35,000
Upper Quartile - Reported Salary		37,004	N/A		37,100
Average Salary - 1990		33,844	33,620		33,142
Average Salary - 1988	-	-	-	-	-
30. MOLD DESIGNER					
Average Number of Persons Responsible For	0	0	0	D	0
Lower Quartile - Reported Salary	N/A	31,722	N/A		30,000
Median - Reported Salary	38,500	37,000	30,000		35,707
Upper Quartile - Reported Salary	N/A	52,022	N/A		45,000
Average Salary - 1990	36,625	41,513	30,500		39,472
Average Salary - 1988	-	-	-	-	-

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FOR COMPANIES WITH SALES BETWEEN $10,000,000 - $25,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
ENGINEERING (Continued)					
31. ESTIMATOR					
Average Number of Persons Responsible For	1	1	0	D	0
Lower Quartile - Reported Salary	N/A	26,406	N/A		25,110
Median - Reported Salary	35,000	30,378	27,498		30,360
Upper Quartile - Reported Salary	N/A	35,000	N/A		35,000
Average Salary - 1990	35,000	31,558	26,952		30,555
Average Salary - 1988	-	-	-	-	-
PERSONNEL					
32. PERSONNEL MANAGER					
Average Number of Persons Responsible For	0	1	2	2	1
Lower Quartile - Reported Salary	28,000	31,000	N/A	N/A	30,000
Median - Reported Salary	36,750	37,072	33,500	30,100	36,750
Upper Quartile - Reported Salary	43,450	46,100	N/A	N/A	45,500
Average Salary - 1990	35,930	39,382	35,126	34,650	37,770
Average Salary - 1988	-	-	-	-	-
33. OFFICE MANAGER					
Average Number of Persons Responsible For	D	4	3	D	3
Lower Quartile - Reported Salary		26,000	N/A		25,450
Median - Reported Salary		28,050	28,500		29,100
Upper Quartile - Reported Salary		35,000	N/A		34,500
Average Salary - 1990		29,900	27,500		29,641
Average Salary - 1988	-	-	-	-	-
PURCHASING					
34. PURCHASING AGENT					
Average Number of Persons Responsible For	D	1	3	3	2
Lower Quartile - Reported Salary		27,925	32,000	N/A	29,000
Median - Reported Salary		34,000	35,150	38,710	35,075
Upper Quartile - Reported Salary		41,500	40,000	N/A	43,000
Average Salary - 1990		35,066	35,049	38,105	36,828
Average Salary - 1988	-	-	-	-	-
35. BUYER					
Average Number of Persons Responsible For	D	0	0	0	0
Lower Quartile - Reported Salary		22,889	19,188	N/A	21,950
Median - Reported Salary		24,750	23,660	16,000	23,830
Upper Quartile - Reported Salary		30,000	24,500	N/A	29,000
Average Salary - 1990		25,556	22,506	24,135	24,845
Average Salary - 1988	-	-	-	-	-

D - Insufficient data; minimum 3 reporting companies required.

N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES OVER $25,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MANUFACTURING					
1. GENERAL MANAGER					
Average Number of Persons Responsible For	702	2	195	D	227
Lower Quartile - Reported Salary	N/A	N/A	86,580		87,500
Median - Reported Salary	102,000	126,500	105,000		113,500
Upper Quartile - Reported Salary	N/A	N/A	117,000		145,000
Average Salary - 1990	114,833	99,195	105,813		107,472
Average Salary - 1988	-	-	-	-	-
2. PLANT MANAGER					
Average Number of Persons Responsible For	38	29	131	D	57
Lower Quartile - Reported Salary	N/A	60,500	55,000		56,000
Median - Reported Salary	75,096	75,000	65,600		69,000
Upper Quartile - Reported Salary	N/A	90,100	76,500		80,000
Average Salary - 1990	65,154	70,903	65,883		66,918
Average Salary - 1988	-	-	-	-	-
3. PRODUCTION MANAGER/SUPERINTENDENT					
Average Number of Persons Responsible For	114	6	28	D	27
Lower Quartile - Reported Salary	N/A	42,000	41,580		41,875
Median - Reported Salary	56,700	51,000	44,820		48,500
Upper Quartile - Reported Salary	N/A	71,000	55,000		58,409
Average Salary - 1990	55,589	48,795	43,761		47,087
Average Salary - 1988	-	-	-	-	-
4. GENERAL FOREMAN					
Average Number of Persons Responsible For	D	2	19	D	5
Lower Quartile - Reported Salary		29,604	28,666		29,610
Median - Reported Salary		39,750	34,500		35,211
Upper Quartile - Reported Salary		48,000	35,711		44,000
Average Salary - 1990		34,782	30,912		34,287
Average Salary - 1988	-	-	-	-	-
5. MANAGER/PLANT OR INDUSTRIAL ENGINEER					
Average Number of Persons Responsible For	7	1	6		5
Lower Quartile - Reported Salary	N/A	33,500	41,000		41,000
Median - Reported Salary	48,000	52,500	43,510		48,000
Upper Quartile - Reported Salary	N/A	60,000	49,500		56,000
Average Salary - 1990	43,591	52,436	47,074		46,711
Average Salary - 1988	-	-	-	-	-
6. TRAFFIC MANAGER AND/OR DISTRIBUTION MANAGER					
Average Number of Persons Responsible For	6	2	13	D	8
Lower Quartile - Reported Salary	N/A	31,250	27,710		32,000
Median - Reported Salary	42,720	40,000	34,000		40,220
Upper Quartile - Reported Salary	N/A	51,300	44,504		45,000
Average Salary - 1990	45,447	44,017	35,554		41,076
Average Salary - 1988	-	-	-	-	-

D - Insufficient data; minimum 3 reporting companies required.

N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES OVER $25,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MANUFACTURING (Continued)					
7. MANAGER, QUALITY CONTROL					
Average Number of Persons Responsible For	7	3	8	D	5
Lower Quartile - Reported Salary	N/A	38,000	35,000		36,870
Median - Reported Salary	49,650	48,000	39,420		44,640
Upper Quartile - Reported Salary	N/A	60,000	45,700		56,000
Average Salary - 1990	47,130	48,145	41,976		45,756
Average Salary - 1988	-	-	-	-	-
8. SUPERVISOR, QUALITY CONTROL					
Average Number of Persons Responsible For	D	2	10		6
Lower Quartile - Reported Salary		27,532	25,000		27,250
Median - Reported Salary		35,796	33,000		34,000
Upper Quartile - Reported Salary		37,250	34,140		37,150
Average Salary - 1990		34,600	30,128		33,036
Average Salary - 1988	-	-	-	-	-
MARKETING					
9. VICE PRESIDENT SALES/SALES MANAGER					
Average Number of Persons Responsible For	18	5	11	D	10
Lower Quartile - Reported Salary	N/A	70,000	64,000		69,500
Median - Reported Salary	84,728	72,920	71,000		80,000
Upper Quartile - Reported Salary	N/A	125,000	93,750		94,450
Average Salary - 1990	84,291	81,970	73,174		78,698
Average Salary - 1988	-	-	-	-	-
10. ASSISTANT SALES MANAGER					
Average Number of Persons Responsible For	D	4	D	D	4
Lower Quartile - Reported Salary		N/A			46,350
Median - Reported Salary		52,000			53,000
Upper Quartile - Reported Salary		N/A			70,609
Average Salary - 1990		58,932			56,040
Average Salary - 1988	-	-	-	-	-
11. REGIONAL/DISTRICT SALES MANAGER					
Average Number of Persons Responsible For	1	1	2	D	1
Lower Quartile - Reported Salary	N/A	38,913	N/A		48,061
Median - Reported Salary	60,560	54,616	55,690		55,380
Upper Quartile - Reported Salary	N/A	70,800	N/A		63,500
Average Salary - 1990	57,247	46,833	51,385		52,506
Average Salary - 1988	-	-	-	-	-
12. SENIOR SALESPERSON					
Average Number of Persons Responsible For	D	0	0	D	1
Lower Quartile - Reported Salary		35,899	37,500		39,000
Median - Reported Salary		42,000	50,000		45,042
Upper Quartile - Reported Salary		65,500	66,500		61,500
Average Salary - 1990		49,686	46,600		48,427
Average Salary - 1988	-	-	-	-	-

D - Insufficient data; minimum 3 reporting companies required.
N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES OVER $25,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
MARKETING (Continued)					
13. SALESPERSON 5 - 10 YEARS					
Average Number of Persons Responsible For	0	0	0		0
Lower Quartile - Reported Salary	N/A	N/A	37,137		38,069
Median - Reported Salary	45,156	42,950	47,500		45,156
Upper Quartile - Reported Salary	N/A	N/A	55,000		54,500
Average Salary - 1990	51,986	47,463	47,924		49,115
Average Salary - 1988	-	-	-	-	-
14. SALESPERSON 3 - 5 YEARS					
Average Number of Persons Responsible For	0	0	0		0
Lower Quartile - Reported Salary	N/A	N/A	35,200		35,879
Median - Reported Salary	37,100	41,875	38,220		38,985
Upper Quartile - Reported Salary	N/A	N/A	49,000		47,500
Average Salary - 1990	40,296	44,286	45,262		42,799
Average Salary - 1988	-	-	-	-	-
15. SALESPERSON 1 - 3 YEARS					
Average Number of Persons Responsible For	0	0	D	D	0
Lower Quartile - Reported Salary	N/A	N/A			32,197
Median - Reported Salary	32,197	41,335			38,797
Upper Quartile - Reported Salary	N/A	N/A			44,000
Average Salary - 1990	34,213	33,238			34,479
Average Salary - 1988	-	-	-	-	-
16. SALES TRAINEE					
Average Number of Persons Responsible For	D		0		0
Lower Quartile - Reported Salary			N/A		27,000
Median - Reported Salary			31,750		32,268
Upper Quartile - Reported Salary			N/A		34,250
Average Salary - 1990			31,200		31,378
Average Salary - 1988	-	-	-	-	-
17. CUSTOMER SERVICE MANAGER					
Average Number of Persons Responsible For	17	2	3	D	7
Lower Quartile - Reported Salary	N/A	33,894	28,860		30,430
Median - Reported Salary	42,300	40,140	32,750		39,570
Upper Quartile - Reported Salary	N/A	50,500	37,500		45,650
Average Salary - 1990	41,956	39,619	33,860		38,788
Average Salary - 1988	-	-	-	-	-
FINANCE AND ADMINISTRATIVE					
18. VP FINANCE/TREASURER					
Average Number of Persons Responsible For	19	9	6	D	10
Lower Quartile - Reported Salary	N/A	73,350	52,000		60,000
Median - Reported Salary	80,556	93,000	64,250		72,000
Upper Quartile - Reported Salary	N/A	113,750	72,000		93,000
Average Salary - 1990	77,919	93,440	61,459		75,981
Average Salary - 1988	-	-	-	-	-

D - Insufficient data; minimum 3 reporting companies required.
N/A - Insufficient data; minimum 5 reporting companies required for quarteries.

FOR COMPANIES WITH SALES OVER $25,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
FINANCE AND ADMINISTRATION (Continued)					
19. CONTROLLER OR ACCOUNTING MANAGER					
Average Number of Persons Responsible For	11	2	6	D	5
Lower Quartile - Reported Salary	N/A	51,550	39,780		43,780
Median - Reported Salary	63,630	58,180	44,050		55,600
Upper Quartile - Reported Salary	N/A	60,850	53,500		60,850
Average Salary - 1990	60,297	55,960	48,083		54,768
Average Salary - 1988	-	-	-	-	-
20. ACCOUNTANT - COST SUPERVISOR					
Average Number of Persons Responsible For	10	2	1	D	3
Lower Quartile - Reported Salary	N/A	N/A	24,128		31,000
Median - Reported Salary	43,000	32,663	34,525		34,663
Upper Quartile - Reported Salary	N/A	N/A	37,920		37,920
Average Salary - 1990	44,900	32,981	32,266		35,516
Average Salary - 1988	-	-	-	-	-
21. ACCOUNTANT - GENERAL SUPERVISOR					
Average Number of Persons Responsible For	8	2	3	D	4
Lower Quartile - Reported Salary	N/A	34,984	25,820		30,000
Median - Reported Salary	45,000	43,780	30,000		36,500
Upper Quartile - Reported Salary	N/A	49,250	35,100		45,000
Average Salary - 1990	44,733	42,449	30,368		38,430
Average Salary - 1988	-	-	-	-	-
22. CREDIT MANAGER					
Average Number of Persons Responsible For	6	1	2	D	3
Lower Quartile - Reported Salary	N/A	N/A	N/A		36,840
Median - Reported Salary	52,932	50,000	36,840		48,000
Upper Quartile - Reported Salary	N/A	N/A	N/A		59,000
Average Salary - 1990	57,977	49,272	38,947		48,551
Average Salary - 1988	-	-	-	-	-
23. MANAGER - ELECTRONIC DATA PROCESSING					
Average Number of Persons Responsible For	D	4	3	D	6
Lower Quartile - Reported Salary		52,500	34,080		39,000
Median - Reported Salary		53,000	42,000		52,000
Upper Quartile - Reported Salary		61,360	50,040		60,820
Average Salary - 1990		63,234	41,998		54,939
Average Salary - 1988	-	-	-	-	-
ENGINEERING					
24. RESEARCH & DEVELOPMENT DEPARTMENT MANAGER					
Average Number of Persons Responsible For	14	1	7	D	6
Lower Quartile - Reported Salary	N/A	49,233	N/A		49,233
Median - Reported Salary	80,556	65,500	53,670		60,064
Upper Quartile - Reported Salary	N/A	76,600	N/A		76,600
Average Salary - 1990	73,452	67,922	52,167		64,968
Average Salary - 1988	-	-	-	-	-

D - Insufficient data; minimum 3 reporting companies required.
N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

FOR COMPANIES WITH SALES OVER $25,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
ENGINEERING (Continued)					
25. CHIEF ENGINEER OR PLANT ENGINEER					
Average Number of Persons Responsible For	4	9	8	D	7
Lower Quartile - Reported Salary	N/A	49,000	44,210		46,000
Median - Reported Salary	73,944	51,000	50,000		54,000
Upper Quartile - Reported Salary	N/A	58,280	55,842		61,034
Average Salary - 1990	63,829	54,227	51,263		55,708
Average Salary - 1988	-	-	-	-	-
26. MANUFACTURING ENGINEERING MANAGER					
Average Number of Persons Responsible For	D	3	4	D	11
Lower Quartile - Reported Salary		49,000	39,010		49,000
Median - Reported Salary		52,37[illegible]	53,300		55,100
Upper Quartile - Reported Salary		75,600	62,250		75,600
Average Salary - 1990		55,575	52,637		59,880
Average Salary - 1988	-	-	-	-	-
27. SENIOR ENGINEER					
Average Number of Persons Responsible For	0	0	0	D	0
Lower Quartile - Reported Salary	N/A	39,500	32,424		39,000
Median - Reported Salary	49,600	42,913	38,000		46,522
Upper Quartile - Reported Salary	N/A	50,350	54,750		50,700
Average Salary - 1990	49,322	43,188	42,323		46,551
Average Salary - 1988	-	-	-	-	-
28. LABORATORY TECHNICIAN					
Average Number of Persons Responsible For	D	0	D	D	0
Lower Quartile - Reported Salary		N/A			22,963
Median - Reported Salary		23,496			24,350
Upper Quartile - Reported Salary		N/A			28,236
Average Salary - 1990		23,510			28,396
Average Salary - 1988	*	*	*	*	*
29. PRODUCT DESIGNER					
Average Number of Persons Responsible For	D	0			0
Lower Quartile - Reported Salary		N/A			32,000
Median - Reported Salary		34,582			34,532
Upper Quartile - Reported Salary		N/A			37,100
Average Salary - 1990		35,346			36,635
Average Salary - 1988	-	-	-	-	-
30. MOLD DESIGNER					
Average Number of Persons Responsible For	D	D			D
Lower Quartile - Reported Salary					
Median - Reported Salary					
Upper Quartile - Reported Salary					
Average Salary - 1990					
Average Salary - 1988	-	-	-	-	-

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N/A - Insufficient data; minimum 5 reporting companies required for quartiles.

* - Data not collected in 1988.

FOR COMPANIES WITH SALES OVER $25,000,000

DEPARTMENT/POSITION	REGION				NATIONAL
	NORTHEAST	CENTRAL	SOUTH	WEST	
ENGINEERING (Continued)					
31. ESTIMATOR					
Average Number of Persons Responsible For	D	D			0
Lower Quartile - Reported Salary					N/A
Median - Reported Salary					40,000
Upper Quartile - Reported Salary					N/A
Average Salary - 1990					39,075
Average Salary - 1988	-	-	-	-	-
PERSONNEL					
32. PERSONNEL MANAGER					
Average Number of Persons Responsible For	1	14	4	D	8
Lower Quartile - Reported Salary	N/A	41,650	33,000		43,000
Median - Reported Salary	55,110	54,450	48,500		51,000
Upper Quartile - Reported Salary	N/A	58,000	53,400		58,000
Average Salary - 1990	54,337	51,450	45,363		49,931
Average Salary - 1988	-	-	-	-	-
33. OFFICE MANAGER					
Average Number of Persons Responsible For	D	D	D		2
Lower Quartile - Reported Salary					30,000
Median - Reported Salary					40,750
Upper Quartile - Reported Salary					46,000
Average Salary - 1990					39,557
Average Salary - 1988	-	-	-	-	-
PURCHASING					
34. PURCHASING AGENT					
Average Number of Persons Responsible For	4	3	2	D	3
Lower Quartile - Reported Salary	N/A	38,750	36,240		38,750
Median - Reported Salary	60,882	54,000	42,000		47,382
Upper Quartile - Reported Salary	N/A	67,350	48,000		61,363
Average Salary - 1990	63,869	52,506	40,590		50,019
Average Salary - 1988	-	-	-	-	-
35. BUYER					
Average Number of Persons Responsible For	0	0	0	D	0
Lower Quartile - Reported Salary	N/A	25,400	20,180		22,545
Median - Reported Salary	32,268	30,000	21,500		31,000
Upper Quartile - Reported Salary	N/A	34,655	34,300		34,130
Average Salary - 1990	50,357	33,839	25,703		36,776
Average Salary - 1988	-	-	-	-	-

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SALES POLICY
SECTION

TYPE OF SALES FORCE EMPLOYED

SALES VOLUME	TYPE OF SALES FORCE			IF COMBINATION, PERCENTAGE OF BUSINESS DONE THROUGH COMPANY SALESPEOPLE								
	Company Salespeople Only	Manufacturers' Reps or Sales Agents	Combination	1.0-19.9	20.0-39.9	40.0-59.9	60.0-69.9	70.0-79.9	80.0-89.9	90.0-99.9	N/R	Average
UP TO $1,000,000	5	2	5	-	2	1	-	-	1	-	1	45.0
$1,000,000 TO $2,000,000	6	4	7	-	1	-	-	2	1	3	-	76.1
$2,000,000 TO $5,000,000	19	9	23	-	4	1	1	5	4	8	-	72.3
$5,000,000 TO $10,000,000	5	7	20	-	1	1	4	4	5	5	-	75.1
$10,000,000 TO $25,000,000	10	3	37	2	6	3	4	7	5	7	3	63.1
OVER $25,000,000	11	-	21	-	3	-	3	2	5	8	-	74.9
TOTAL	56	25	113	2	17	6	12	20	21	31	4	69.7

N/R - No Response

COMPENSATION STRUCTURE FOR SALESPEOPLE

SALES VOLUME	METHOD OF SALESPERSON COMPENSATION							
	Straight Salary	Straight Commission and Bonus	Salary Plus Commission	Salary Plus Bonus	Salary Plus Commission and Bonus	Other	Straight Commission	N/R
UP TO $1,000,000	6	2	1	1	-	-	1	1
$1,000,000 TO $2,000,000	9	-	4	2	1	-	1	-
$2,000,000 TO $5,000,000	13	7	11	12	4	1	2	1
$5,000,000 TO $10,000,000	7	6	6	10	2	-	1	-
$10,000,000 TO $25,000,000	15	2	5	20	6	1	1	-
OVER $25,000,000	2	-	9	15	4	2	-	-
TOTAL	52	17	36	60	17	4	6	2

N/R - No Response

EXPENSES INCLUDED UNDER DIRECT SELLING COSTS

SALES VOLUME	EXPENSES INCLUDED UNDER DIRECT SELLING COSTS *										
	Sales-People's Salaries	Sales-People's/ Reps Commissions	Travel & Enter-tainment Expenses	Telephone Expenses	Sales Admini-stration & Management Salaries	Order Handling & Customer Service	Advertising & Sales Promotion Expenses	Royalties	Engineering	Other	N/R
UP TO $1,000,000	7	4	9	5	1	2	6	-	1	-	2
$1,000,000 TO $2,000,000	12	9	12	8	8	2	9	2	1	-	3
$2,000,000 TO $5,000,000	37	32	42	22	22	14	38	4	4	6	3
$5,000,000 TO $10,000,000	27	24	29	15	18	13	26	4	1	-	2
$10,000,000 TO $25,000,000	42	38	45	27	34	26	34	6	4	1	3
OVER $25,000,000	29	22	27	26	20	13	20	2	2	-	3
TOTAL	154	129	164	103	103	70	133	18	13	7	16

* Multiple responses per company.

N/R - No Response

MOVING EXPENSE POLICY

SALES VOLUME	PAY MOVING AND RELOCATION EXPENSES					
	NEWLY HIRED SALES PERSONNEL			PRESENT SALES PERSONNEL		
	Yes	No	N/R	Yes	No	N/R
UP TO $1,000,000	2	10	-	-	11	1
$1,000,000 TO $2,000,000	2	15	-	3	14	-
$2,000,000 TO $5,000,000	11	31	9	7	33	11
$5,000,000 TO $10,000,000	10	18	4	9	18	5
$10,000,000 TO $25,000,000	33	15	2	25	21	4
OVER $25,000,000	25	7	-	25	6	1
TOTAL	83	96	15	69	103	22

N/R - No Response

AUTOMOBILE OWNERSHIP POLICY

SALES VOLUME	AUTOMOBILES USED FOR COMPANY BUSINESS							
	Company Owned	Company Leased	Company Owned & Leased	Employee Owned	Employee Owned & Leased	Company & Employee Owned	Employee Owned or Company Leased	N/R
UP TO $1,000,000	6	1	-	2	-	3	-	-
$1,000,000 TO $2,000,000	4	1	1	7	-	3	-	1
$2,000,000 TO $5,000,000	19	2	4	12	1	9	3	1
$5,000,000 TO $10,000,000	15	4	3	6	1	2	1	-
$10,000,000 TO $25,000,000	15	15	2	9	1	5	3	-
OVER $25,000,000	8	9	4	2	2	4	3	-
TOTAL	67	32	14	38	5	26	10	2

N/R - No Response

AUTOMOBILE POLICY

SALES VOLUME	REIMBURSE FOR AUTO EXPENSES			BASIS FOR REIMBURSEMENT						
	Yes	No	N/R	Actual Expenses Incurred	Single Rate Mileage Allowance	Graduated Mileage Allowance	Flat Monthly Allowance	Combination Single Rate Mileage Allowance & Flat Monthly Allowance	Other	N/R
UP TO $1,000,000	8	3	1	5	3	-	-	-	-	-
$1,000,000 TO $2,000,000	12	4	1	6	4	-	1	-	1	-
$2,000,000 TO $5,000,000	40	8	3	12	22	-	4	1	-	1
$5,000,000 TO $10,000,000	30	1	1	14	9	-	3	2	2	-
$10,000,000 TO $25,000,000	40	7	3	14	20	1	3	2	-	-
OVER $25,000,000	30	1	1	14	11	-	3	-	2	-
TOTAL	160	24	10	65	69	1	14	5	5	1

N/R - No Response

AUTOMOBILE POLICY - REIMBURSEMENT AMOUNTS

SALES VOLUME	SINGLE RATE MILEAGE ALLOWANCE (CENTS/MILE)					FLAT MONTHLY ALLOWANCE (DOLLARS/MONTH)				
	5.0-19.9	20.0-22.5	22.6-25.0	Over 25.0	N/R	100-299	300-399	400-499	500 & Over	N/R
UP TO $1,000,000	-	1	1	1	-	-	-	-	-	-
$1,000,000 TO $2,000,000	-	1	-	3	-	-	-	1	-	-
$2,000,000 TO $5,000,000	-	4	7	11	-	1	2	1	-	-
$5,000,000 TO $10,000,000	-	6	-	3	-	-	1	2	-	-
$10,000,000 TO $25,000,000	1	5	5	8	1	2	1	-	-	-
OVER $25,000,000	2	1	2	6	-	-	1	-	1	1
TOTAL	3	18	15	32	1	3	5	4	1	1

N/R - No Response

AUTOMOBILE POLICY

SALES VOLUME	ALLOW PERSONAL USE OF COMPANY CAR			CHARGE EMPLOYEE FOR PERSONAL USE OF COMPANY CAR			DOES EMPLOYEE PAY FOR GAS, OIL, ETC. FOR PERSONAL USE			PROVIDE COMPANY CAR FOR SALES MANAGER		
	Yes	No	N/R	Yes	No	N/R	Yes	No	N/R	Yes	No	N/R
UP TO $1,000,000	7	4	1	3	4	5	2	5	5	3	9	-
$1,000,000 TO $2,000,000	7	6	4	3	4	10	3	3	11	5	9	3
$2,000,000 TO $5,000,000	32	9	10	11	21	19	13	19	19	25	24	2
$5,000,000 TO $10,000,000	23	8	1	11	11	10	12	11	9	22	9	1
$10,000,000 TO $25,000,000	38	3	9	22	16	12	12	26	12	33	14	3
OVER $25,000,000	26	6	-	18	8	6	12	14	6	20	12	-
TOTAL	133	36	25	68	64	62	54	78	62	108	77	9

N/R - No Response

COST OF MAINTAINING SALESPEOPLE IN FIELD

SALES VOLUME	ANNUAL COST OF MAINTAINING A SALESPERSON IN FIELD (DOLLARS)												
	1,000-4,999	5,000-9,999	10,000-14,999	15,000-19,999	20,000-24,999	25,000-29,999	30,000-39,999	40,000-49,999	50,000-59,999	60,000-69,999	70,000 & Over	N/R	Average
UP TO $1,000,000	2	-	-	1	-	-	1	-	-	-	-	8	13,125
$1,000,000 TO $2,000,000	1	1	1	-	2	-	2	1	-	-	-	9	21,450
$2,000,000 TO $5,000,000	1	5	6	8	1	3	2	1	-	-	-	24	16,267
$5,000,000 TO $10,000,000	-	3	7	4	1	3	4	1	-	1	2	6	25,604
$10,000,000 TO $25,000,000	-	1	3	6	7	4	3	2	2	2	-	20	26,810
OVER $25,000,000	-	-	2	1	4	8	1	3	2	-	4	7	38,697
TOTAL	4	10	19	20	15	18	13	8	4	3	6	74	25,839

N/R - No Response

ANNUAL TURNOVER RATE FOR SALESPEOPLE

SALES VOLUME	TURNOVER RATE IN PERCENT							
	No Change	1.0 - 9.9	10.0 - 19.9	20.0 - 29.9	30.0 - 39.9	40.0 - 74.9	Over 75.0	N/R
UP TO $1,000,000	6	-	-	-	-	-	-	6
$1,000,000 TO $2,000,000	12	-	2	-	-	-	-	3
$2,000,000 TO $5,000,000	31	1	-	3	-	3	4	9
$5,000,000 TO $10,000,000	19	-	2	2	3	1	1	4
$10,000,000 TO $25,000,000	31	-	7	5	-	2	-	5
OVER $25,000,000	17	3	7	2	-	1	-	2
TOTAL	116	4	18	12	3	7	5	29

N/R - No Response

MANUFACTURERS' REPRESENTATIVES SECTION

TYPE OF CONTRACT

SALES VOLUME	WRITTEN CONTRACT			TYPE OF CONTRACT			
	Yes	No	N/R	Self-Perpetuating	Renewable Yearly	Other	N/R
UP TO $1,000,000	4	3	-	2	2	-	-
$1,000,000 TO $2,000,000	9	2	-	6	3	-	-
$2,000,000 TO $5,000,000	22	10	-	16	3	2	1
$5,000,000 TO $10,000,000	18	9	-	13	4	1	-
$10,000,000 TO $25,000,000	33	7	-	21	11	1	-
OVER $25,000,000	17	4	-	8	7	2	-
TOTAL	103	35	-	66	30	6	1

N/R - No Response

TERRITORY DEFINITION AND COMMISSION POLICY

SALES VOLUME	WELL-DEFINED TERRITORIES FOR REPRESENTATIVES			COMMISSION PAID FOR HOUSE ACCOUNTS IN TERRITORY		
	Yes	No	N/R	Yes	No	N/R
UP TO $1,000,000	3	4	-	1	4	2
$1,000,000 TO $2,000,000	7	2	2	4	5	2
$2,000,000 TO $5,000,000	22	9	1	11	19	2
$5,000,000 TO $10,000,000	21	6	-	5	21	1
$10,000,000 TO $25,000,000	38	2	-	10	27	3
OVER $25,000,000	21	-	-	7	13	1
TOTAL	112	23	3	38	89	11

N/R - No Response

POLICY ON REPRESENTATION

SALES VOLUME	REPRESENTATIVES PERMITTED TO REPRESENT OTHER FIRMS			RESTRICTIONS PLACED ON REPRESENTATIVES WHILE REPRESENTING OTHER FIRMS					
	Yes	No	N/R	No Restrictions	Non-Competitive Product	Advanced Approval	Non-Competitive Product & Flat Advanced Approval	Other	N/R
UP TO $1,000,000	4	3	-	1	2	1	-	-	-
$1,000,000 TO $2,000,000	8	2	1	1	5	1	-	-	1
$2,000,000 TO $5,000,000	22	8	2	4	13	2	3	-	-
$5,000,000 TO $10,000,000	19	8	-	4	10	1	2	-	2
$10,000,000 TO $25,000,000	31	9	-	7	17	1	4	2	-
OVER $25,000,000	13	8	-	-	11	1	1	-	-
TOTAL	97	38	3	17	58	7	10	2	3

N/R - No Response

COMMISSION PAYMENT POLICY

SALES VOLUME	FREQUENCY OF COMMISSION PAYMENTS							
	Weekly	Biweekly	Monthly	Quarterly	Upon Shipment/ Invoicing	Upon Customer Payment	Other	N/R
UP TO $1,000,000	-	-	3	-	3	1	-	-
$1,000,000 TO $2,000,000	-	1	6	3	1	-	-	-
$2,000,000 TO $5,000,000	-	-	22	-	4	3	2	1
$5,000,000 TO $10,000,000	1	-	21	1	2	1	1	-
$10,000,000 TO $25,000,000	-	2	34	1	-	2	1	-
OVER $25,000,000	-	1	15	4	1	-	-	-
TOTAL	1	4	101	9	11	7	4	1

N/R - No Response

BASIS FOR COMMISSION

SALES VOLUME	BASIS FOR CALCULATION OF COMMISSION PAYMENTS					
	Sales Booked	Shipment of Orders	Invoicing of Orders	Receipt of Customer Payment	Other	N/R
UP TO $1,000,000	-	1	2	4	-	-
$1,000,000 TO $2,000,000	1	1	2	7	-	-
$2,000,000 TO $5,000,000	-	1	17	10	2	2
$5,000,000 TO $10,000,000	2	4	12	8	1	-
$10,000,000 TO $25,000,000	1	4	20	15	-	-
OVER $25,000,000	-	4	14	3	-	-
TOTAL	4	15	67	47	3	2

N/R - No Response

TYPES OF COMMISSION PLANS

SALES VOLUME	TYPE OF COMMISSION PLAN *								RATES FOR FLAT RATE COMMISSION PLAN (PERCENT)								
	Flat Rate No Expense Allowance	Flat Rate Plus Expense Allowance	Progressive Rate	Regressive Rate	Varying Rate By Product	Varying Rate By Type of Account	Other	N/R	1.0-4.9	5.0-5.9	6.0-6.9	7.0-7.9	8.0-8.9	9.0-9.9	10.0-10.9	11.0 & Over	N/R
UP TO $1,000,000	6	-	-	-	-	-	-	1	1	2	-	-	1	-	1	1	-
$1,000,000 TO $2,000,000	6	1	-	-	2	1	1	-	1	4	-	-	-	-	2	-	-
$2,000,000 TO $5,000,000	18	2	-	1	7	3	1	1	-	14	-	4	2	-	-	-	-
$5,000,000 TO $10,000,000	15	-	-	-	9	3	1	-	-	12	-	1	-	-	1	-	1
$10,000,000 TO $25,000,000	22	1	-	5	12	1	-	-	2	15	3	-	2	-	-	-	1
OVER $25,000,000	6	1	2	1	9	1	1	-	1	3	1	-	-	-	1	-	1
TOTAL	73	5	2	7	39	9	4	2	5	50	4	5	5	-	5	1	3

* Due to multiple responses per company, total may be greater than the number of companies participating.

N/R - No Response

COMMISSION POLICY ON TOOLING, SET-UP CHARGES, RETURNS AND SPLIT SALES

SALES VOLUME	COMMISSIONS PAID ON TOOLING SALES			COMMISSIONS PAID ON SET-UP CHARGES			COMMISSIONS REDUCED FOR RETURNED DEFECTIVE PRODUCTS			COMMISSION POLICY ON SPLIT SALES					
										BETWEEN DIFFERENT MANUFACTURERS REPS			BETWEEN COMPANY SALESPEOPLE AND REPS		
	Yes	No	N/R	Yes	No	N/R	Yes	No	N/R	Yes	No	N/R	Yes	No	N/R
UP TO $1,000,000	2	5	-	2	5	-	2	5	-	1	6	-	-	6	1
$1,000,000 TO $2,000,000	1	8	2	1	8	2	3	7	1	3	6	2	1	9	1
$2,000,000 TO $5,000,000	4	24	4	9	20	3	20	10	2	5	22	5	1	25	6
$5,000,000 TO $10,000,000	7	18	2	8	17	2	17	8	2	7	18	2	3	22	2
$10,000,000 TO $25,000,000	4	33	3	12	25	3	30	10	-	16	22	2	6	32	2
OVER $25,000,000	1	17	3	6	13	2	16	5	-	7	14	-	2	19	-
TOTAL	19	105	14	38	88	12	88	45	5	39	88	11	13	113	12

N/R - No Response

POLICY ON CONTRACT TERMINATION

SALES VOLUME	MAY CONTRACT BE TERMINATED BY EITHER PARTY			REQUIRED LENGTH OF TERMINATION NOTICE						
	Yes	No	N/R	No Notice Required	Less Than 1 Month	1 to 3 Months	3 to 6 Months	Over 6 Months	Other	N/R
UP TO $1,000,000	6	-	1	3	1	2	-	-	-	1
$1,000,000 TO $2,000,000	8	1	2	1	2	5	1	-	-	2
$2,000,000 TO $5,000,000	30	-	2	2	5	20	2	1	-	2
$5,000,000 TO $10,000,000	21	-	6	4	-	17	1	1	-	4
$10,000,000 TO $25,000,000	36	-	4	4	-	27	2	1	1	5
OVER $25,000,000	19	1	1	2	-	18	1	-	-	-
TOTAL	120	2	16	16	8	89	7	3	1	14

N/R - No Response

COMMISSION TERMINATION POLICY

SALES VOLUME	COMMISSIONS PAID ON ORDERS BOOKED DURING BUT SHIPPED AFTER TERMINATION			DATE OF TERMINATION OF COMMISSIONS IN EVENT OF DEATH OF REPRESENTATIVE			
	Yes	No	N/R	Immediately	After Shipment of Booked Orders	Other	N/R
UP TO $1,000,000	3	2	2	2	3	-	2
$1,000,000 TO $2,000,000	5	1	5	3	5	-	3
$2,000,000 TO $5,000,000	22	8	2	5	19	1	7
$5,000,000 TO $10,000,000	20	3	4	5	18	2	2
$10,000,000 TO $25,000,000	23	15	2	4	26	7	3
OVER $25,000,000	11	10	-	2	16	2	1
TOTAL	84	39	15	21	87	12	18

N/R - No Response

APPENDIX A

PARTICIPANT LIST

A

Advance Foam Plastics, Inc.
Denver, CO

Alamo Foam, Inc.
San Antonio, TX

Allen Extruders, Inc.
Holland, MI

Allfoam Industries, Inc.
Elmhurst, IL

Allied Industries, Inc.
Rogers, MN

Alucobond Technologies, Inc.
Benton, KY

American Composite Technology
Boston, MA

American Filtrona Corp.
Richmond, VA

Ameron - Fiberglass Pipe Div.
Houston, TX

Amex Packaging, Limited
Mooresville, NC

AMS Plastics, Inc.
El Cajon, CA

Anaheim Custom Extruders, Inc.
Anaheim, CA

Anchor Tool & Plastics, Inc.
Minneapolis, MN

Arctic Seal
Jesup, IA

Associated Applications & Coatings
Vicksburg, MI

B

Bangor Plastics, Inc.
Bangor, MI

Baron Industries, Inc.
Denver, CO

Bedford Industries, Inc.
Worthington, MN

Bemis Manufacturing Co.
Sheboygan Falls, WI

Bird Vinyl Products Inc.
Bardstown, KY

Blako Industries, Inc.
Dunbridge, OH

BP Chemicals, Inc.
Hawthorne, CA

Bunnell/Dixon
Bunnell Plastics Inc.
Mickleton, NJ

Busada Manufacturing Corp.
Louisa, VA

C

Cadillac Products, Inc.
Troy, MI

Cashiers Struc. Foam
Cashiers, NC

Central Plastics Company
Shawnee, OK

C&G/Mercury Plastics, Inc.
Santa Monica, CA

Chelsea Building Products
Oakmont, PA

Chem-Elast Coatings Inc.
St. Louis, MO

Chemgrate Corporation of Wash.
Woodinville, WA

Chevron Chemical Company
Houston, TX

Churchill Container
Shawnee, KS

Cincinnati Foam Products, Inc.
Cincinnati, OH

Clearplass Containers, Inc.
Lyons, NY

Coastal Engineered Products
Varnville, SC

Combibloc, Inc.
Columbus, OH

Compositech Ltd.
Hauppauge, NY

Continental Plastic Container
Norwalk, CT

Crane Plastics Company
Columbus, OH

Creative Pultrusions, Inc.
Alum Bank, PA

Creative Forming
Ripon, WI

Crescent Plastics, Inc.
Evansville, IN

Crestec Incorporated
Rockaway, NJ

Criterion Plastics, Inc.
Kingsville, TX

Crosby Mfg. Co.
Crosby, MN

Crown Div of The Allen Group
Orrville, OH

Custom Pack, Inc.
Malvern, PA

Cyanede Plastics, Inc.
Henderson, KY

D

Davis Core & Pad Company
Cave Spring, GA

Delta Mold, Inc.
Charlotte, NC

DeWal Industries, Inc.
Saunderstown, RI

Dickten & Masch Manufacturing
Nashotah, WI

Diemolding Corp.
Canastota, NY

Walter Drake, Inc.
Holyoke, MA

Drew Foam Companies, Inc.
Monticello, AR

DTM Products, Inc.
Boulder, CO

The Duriron Company, Inc.
Springboro, OH

E

Econo-Blast Ltd., Inc.
St. Petersburg, FL

Edwards Plastics
Phoenixville, PA

EFP Corporation
Elkhart, IN

EGC Corp.
Houston, TX

Engineered Custom Plastics Corp.
Easley, SC

Engineering Plastics, Inc.
Westboro, MA

Ershigs, Inc.
Bellingham, WA

Evart Products Co.
Evart, MI

F

Federal Molding Company
Sanford, NC

Fibergrate Corp.
Dallas, TX

Fibernetics
Compton, CA

Fibertec
Bridgewater, MA

Filam National Plastics, Inc.
Paramount, CA

Filmaster, Inc.
Fairfield, NJ

First Brands Corp.
Danbury, CT

Fleck Co., Inc.
Auburn, WA

FM Corporation
Rogers, AR

Foamold Corporation
Oneida, NY

Foamtek, Inc.
W. Chicago, IL

Form Pac Corp.
Sandusky, OH

G

Gaco Western, Inc.
Seattle, WA

Gage Industries, Inc.
Lake Oswego, OR

Geiger Plastics Inc.
Gardena, CA

Glastic Corporation
Cleveland, OH

Glenn Beall Engineering, Inc.
Gurnee, IL

Gold Bond Building Products
Charlotte, NC

Grafco - Atlanta
Morrow, GA

Grohen Tool & Die Co., Inc.
San Leandro, CA

G.W. Fiberglass, Inc.
O'Fallon, MO

H

Hasbrouck Plastics, Inc.
Lakeview, NY

Haysite Reinforced Plastics
Erie, PA

Hoffer Plastics Corporation
South Elgin, IL

Hughes Plastics, Inc.
St. Joseph, MI

Huron Plastics Group, Inc.
St. Clair, MI

I

Imco Reinforced Plastics, Inc.
Moorestown, NJ

Innopak Plastics Corporation
Chesterfield, MO

Innovative Plastics Corp.
Orangeburg, NY

Insulated Building Systems Inc.
Sterling, VA

Insulated Roofing Contractors
Louisville, KY

J

S.C. Johnson Wax
Racine, WI

K

Kamco Plastics, Inc.
Schaumburg, IL

Kiehl Engineering Co., Inc.
Bensenville, IL

Klockner-Pentaplast of America
Gordonsville, VA

Koller Craft Plastics Prod. Div.
Fenton, MO

L

Lermer Packaging Corporation
Garwood, NJ

LexaLite International Corp.
Charlevoix, MI

Liberty Polyglas, Inc.
West Mifflin, PA

Loomis Plastics Corporation
Seattle, WA

M

Mack Molding Co.
Arlington, VT

Mankato Corporation
Mankato, MN

Maryland Plastics, Inc.
Federalsburg, MD

Master Industries, Inc.
Ansonia, OH

Master Shield Inc.
Weatherford, TX

Menasha Corporation/MPD
Watertown, WI

Michigan Plastics Products Co.
Grand Haven, MI

Model + Instrument
Seattle, WA

Molded Container Corp.
Portland, OR

Molding Int'l & Engineering
Temecula, CA

Morrison Molded Fiber Glass
Bristol, VA

MXL Industries Inc.
Lancaster, PA

N

NAMPAC
Danbury, CT

National Plastics Corporation
Fort Wayne, IN

Nicholas Plastics, Inc.
Grand Rapids, MI

Northwest Foam Products, Inc.
Twin Falls, ID

Norton
Wayne, NJ

NPS Corporation
Perryville, MO

P

Pacific Allied Products, Ltd.
Ewa Beach, HI

Pacific Plastic Technology, Inc.
S. El Monte, CA

P.C. Plastics, Inc.
Hampshire, IL

Peerless Molded Plastics, Inc.
Toledo, OH

Penda Corp.
Portage, WI

Perfection Corporation
Madison, OH

Performance Plastics Products
Houston, TX

Placon Corporation
Madison, WI

PLASTEC Products, Inc.
Fort Collins, CO

Plastic Art Products
Greeley, CO

Plastic Concept, Inc.
Huntington Beach, CA

Plastic Ingenuity Inc.
Cross Plains, WI

The Plastic Moldings Corp.
Cincinnati, OH

Plastic Products Company
Lindstrom, MN

Plastofilm Ind., Inc.
Wheaton, IL

Plymouth Foam Products
Plymouth, WI

Poly-Cast, Inc.
Tigard, OR

Poly Foam Inc.
Lester Prairie, MN

Polycast Technology Corp.
Mishawaka, IN

Polymer Building Systems, Inc.
Riverside, CA

Polymerix, Inc.
Lincoln Park, NJ

Polyply, Inc.
Grand Haven, MI

Powerfoam Insulation
Midlothian, TX

Precision Fiberglass Indust.
Newberry, SC

Precision Southeast, Inc.
Myrtle Beach, SC

Premix, Inc.
N. Kingsville, OH

Prent Corporation
Janesville, WI

Progress Plastics, Inc.
Auburndale, FL

Progressive Plastics, Inc.
Cleveland, OH

Puget Corporation
Portland, OR

R

Recto Molded Products, Inc.
Cincinnati, OH

Regal Plastic Co.
Kansas City, MO

Reinforced Plastic Systems, Inc.
Avon, CT

L.W. Reinhold Plastics, Inc.
Los Angeles, CA

Resinoid Engineering Corp.
Skokie, IL

Reynolds Metals Company
Richmond, VA

Richmond Plastics Inc.
Richmond, VA

RL Industries Inc.
Fairfield, OH

Robin II, Inc.
Markesan, WI

Royce Plastic Molding Co., Inc.
Indianapolis, IN

S

Sealright Co., Inc.
Los Angeles, CA

Snow Corporation
Fort Worth, TX

Spencer Industries Inc.
Dale, IN

Spir-it, Inc.
Wakefield, MA

Spray Inc.
Bolton, MA

Steinwall, Inc.
Fridley, MN

Stihl Incorporated
Virginia Beach, VA

Sunrise Industries
Dundee, NY

Superfos Packaging, Inc.
Cumberland, MD

Suratco Products Co.
Poynette, WI

T

Techform, Inc.
Mt. Airy, NC

Techplastics, Inc.
W. Chicago, IL

Tech-Way Industries, Inc.
Franklin, OH

Teel Plastics Co., Inc.
Baraboo, WI

Tetra Plastics, Inc.
Chesterfield, MO

Textek Plastics, Inc.
San Antonio, TX

Thermoplastic Molders, Inc.
Oklahoma City, OK

Trans Plastics, Inc.
Conneaut, OH

Tray-Pak Corp.
Reading, PA

U

UC Industries, Inc.
Parsippany, NJ

United Industries Co., Inc.
Bentonville, AR

United Southern Indust. Inc.
Forest City, NC

V

Van Norman Molding Co.
Bridgeview, IL

Vaupell Industrial Plastics
Seattle, WA

Viatec Hastings Engineered Systems
Hastings, MI

Vinyl Plastics, Inc.
Sheboygan, WI

W

Wess Plastics, Inc.
Hauppauge, NY

Westlake Plastics Co.
Lenni, PA

W.J. Whatley, Inc.
Commerce City, CO

Wilden International Plastics
Montpelier, VT

Willow Plastics, Inc.
Geneva, IL

Winzen International, Inc.
San Antonio, TX

Wirsbo Company
Apple Valley, MN

Witt Plastics, Inc.
Greenville, OH

Lawrence Wittman & Co., Inc.
Copiague, NY

Woodland Molded Plastics Corp.
Broadview, IL

Z

Zehrco Plastics, Inc.
Ashtabula, OH

APPENDIX B

PART ONE
SALARY SURVEY NO. 17 - 1990
PLASTICS PROCESSING COMPANIES

LIST OF SALARIED POSITION DESCRIPTIONS

The following is a list of salaried position descriptions prepared to assist you in identifying the particular positions presented in the questionnaire. While most of the descriptions are based upon actual descriptions used in processing plants, they are necessarily general since titles and duties tend to vary from company to company.

1. **GENERAL MANAGER (Excluding Owner-Manager of over 25% ownership)**
   Responsible for profitability of operations including manufacturing, financing, and marketing of assigned products. Coordinates with functional departments in the development, installation, and execution of specialized services to obtain objectives. Formulates, develops and administers management activities in accordance with policies. (For the purposes of this survey, does not include general managers who are owners or part owners of proprietorships, partnerships or private corporations.)
2. **PLANT MANAGER**
   Formulates and executes plant policies, practices, and procedures. Directs production activities to meet sales objectives at maximum efficiency and minimum cost. Exercises general supervision and assumes responsibility for the effective administration of the plant. Works closely with functional and line managers in accomplishing plant objectives.
3. **PRODUCTION MANAGER/SUPERINTENDENT**
   Coordinates and plans production activities of the manufacturing plant, directs the work of the various production departments directly or through subordinate foremen. Authorizes the staffing of production and schedules production flow in accordance with cost, time, and specification estimates. Provides information on new production methods and equipment, wage rate problems, and need for maintenance of all plant machinery and equipment. Works closely with union representatives in settling employee grievances in accordance with union contract.
4. **GENERAL FOREMAN**
   Responsible for the efficient, safe, and profitable operation of his units and for advising and making recommendations to the Plant Manager. Directs production activities, interprets and executes production policies of the Plant Manager and directs this work through subordinate foremen. Locates and solves operating difficulties and renders technical advice to subordinates or superiors. Directs observance of safety precautions by operating personnel and personally directs production operations in emergencies.
5. **MANAGER OR PLANT OR INDUSTRIAL ENGINEER**
   Performs a variety of engineering work in planning and overseeing utilization of production facilities and personnel in department or other subdivision of industrial establishments; plans equipment layout, work flow and accident prevention measures to maintain efficient and safe utilization of plant facilities. Plans and oversees work study and training programs to promote efficient staff utilization.
6. **TRAFFIC MANAGER AND/OR DISTRIBUTION MANAGER**
   Directs traffic activities of organization; formulates plans and procedures for transporting raw materials to production areas; and finished goods to customers, warehouses and storage locations. Analyzes transportation facilities and commodity classifications to determine most efficient and economical shipping rates and routes; furnishes traffic data to other departments and customers. Also initiates investigations of shipping damages, delays, overcharges and insurance charges.
7. **MANAGER, QUALITY CONTROL**
   Responsible for the planning and organizing of Quality Control functions. Establishes quality policies and procedures in accordance with accepted standards. Is competent in statistical analysis and process capabilities. Maintains the quality system. Is a key member of the General Staff, counsels and assists in the execution of these duties. Prepares and administers budget for the Quality Control Organization.
8. **SUPERVISOR, QUALITY CONTROL**
   Responsible for the interpretation and enforcement of quality standards as established by the development division. Directs and instructs the various inspectors assigned to the processing and finishing sections. Analyzes complaints and rejections; determines the cause and initiates preventive measures. Orders special gauges and assists in the design of same. Checks plant rejects, die inspection reports, and approves the acceptance of all inserts and accessories.

9. **VICE PRESIDENT SALES/SALES MANAGER**
Responsible for planning, organizing, directing and controlling the sales policies and programs of the company. Generally involves advertising, sales promotion, pricing, distribution, and related marketing activities. Responsible for overall staffing, developing, and motivating the sales force in the relevant jurisdiction.

10. **ASSISTANT SALES MANAGER**
Provides assistance and advice to the Sales Manager in planning and coordinating marketing policies and programs of the company. Works with the Sales Manager in the development of methods and procedures pertaining to sales personnel, sales development, sales administration, sales planning, and sales management. Engages in preparation and interpretation of market reports and statistics.

11. **REGIONAL/DISTRICT SALES MANAGER**
Responsible for the sale of company products in a specified region, district or other geographical area. Supervises one or more salesperson(s) and such branch sales office activities as may be required. May also select and develop dealers, distributors and customer representatives and, in some cases, may supervise warehousing or other distribution facilities.

12. **SENIOR SALESPERSON**
The highest organization line selling responsibilities. Has acquired complete familiarity with company's production, services and policies through several years experience as a salesperson with the company and specialized training as required. Generally assigned to accounts and territories of major importance.

13. **SALESPERSON 5–10 YEARS**

14. **SALESPERSON 3–5 YEARS**

15. **SALESPERSON 1–3 YEARS**

16. **SALES TRAINEE**
Sales personnel in training and not yet considered qualified to handle the full range of sales responsibilities for specific accounts and territories.

17. **CUSTOMER SERVICE MANAGER**
Works for salesperson and sales management, acting as liaison between customers and company. Primarily responsible for insuring that customers receive the best sales service possible through processing of orders, corresponding and coordinating with other company functions such as purchasing, production, engineering or shipping. May supervise one or more people in support of sales effort. In some organizations may act as chief contact for customer regarding orders.

18. **VP FINANCE/TREASURER**
Responsible for developing and directing the operation of policies, procedures, plans and programs governing all financial matters in the company, and for advising and making recommendations to the President or General Manager in the determination of overall company objectives and policies wherever financial considerations are involved.

19. **CONTROLLER OR ACCOUNTING MANAGER**
Responsible for the development and maintenance of procedures for the financial control of the plant and for safeguarding of assets, accounting activities, profit-planning activities; preparation and interpretation of regular and special financial and statistical reports; determination of costs and directing any other assigned financial activities of the plant.

20. **ACCOUNTANT – COST SUPERVISOR**
Applies principles of accounting to install and maintain systems for providing details of cost data not ordinarily supplied by accounting systems. Plans, sets-up, and directs costs findings regarding raw material, direct labor and overhead items. Provides management with reports for decision making; such as pricing and product line performance.

21. **ACCOUNTANT – GENERAL SUPERVISOR**
Applies principles of accounting to install and maintain general accounting system. Provides records of assets and liabilities and all financial transactions. Responsible for the preparation of income statements and balance sheets issued periodically.

22. **CREDIT MANAGER**
Manages credit and collection policies of the company. Devises systems for recording and using credit information received from all sources. Analyzes and/or authorizes the granting of credit to customers, effects ultimate collection of accounts receivable. Surveys and analyzes the various economic factors affecting the credit indices of the industries served. Prepares periodic reports for management on the current status of accounts receivable.

23. **MANAGER – ELECTRONIC DATA PROCESSING**
Directs and coordinates planning and production activities of electronic data processing unit. Interprets policies, purposes and goals of an organization to subordinates. Consults with management to define boundaries and priorities of tentative projects, discusses equipment acquisition, determines specific information requirements of management, and allocates operating time of computer systems. May include managing systems and programming functions.

24. **RESEARCH AND DEVELOPMENT DEPARTMENT MANAGER**
Directs research studies in the development of new products and manufacturing methods in line with company objectives and policies. Is usually in charge of specialized testing and analytical services and of test methods and service on standards. Responsible generally to top management.

25. **CHIEF ENGINEER OR PLANT ENGINEER**
Directs the design, construction and maintenance of equipment, machinery and buildings in the plant. Establishes standards and policies for testing, operating procedures, inspection and maintenance of equipment in accordance with engineering principles and safety regulations, and supervises directly or through subordinates, the maintenance of plant buildings. Provides technical consultation service where necessary.

26. **MANUFACTURING ENGINEERING MANAGER**
Directs the activities of tooling engineers, mold designers, secondary machinery engineers, cost estimators and other related disciplines. Works closely with sales and management on tooling and cost reduction requirements.

27. **SENIOR ENGINEER**
Responsible generally to the Chief Engineer for performing engineering staff assignments to improve plant operating efficiency, involving inspection, trouble-shooting, and design alteration. Also performs engineering assignments related to maintenance and construction projects for plant buildings and grounds. Investigates assigned problems and recommends courses of action. Job assignments are primarily concerned with process and mechanical problems and projects.

28. **LABORATORY TECHNICIAN**
Develops and performs testing procedures for incoming material as well as part performance and reliability. Maintains records of test results. Responsible for lab equipment, supplies, and calibration systems and procedures. Maintains library of customer standards. Performs dimensional layouts for part sample submissions as required.

29. **PRODUCT DESIGNER**
Creates designs for products to be produced by the company from plastic materials. Investigates the practicability of designs in relation to limitations of plant manufacturing equipment, cost, availability of new equipment, probable selling price, general utility, and industry specifications. Gives advice on construction, manufacturing method, material, and process. Experiments with existing machinery to improve design and keeps abreast of engineering progress.

30. **MOLD DESIGNER**
Designs the mold based on customer requirements, giving special consideration to the type of equipment to be used. May also be responsible for developing mold cost quotations.

31. **ESTIMATOR**
Develops part cost estimates from blueprints, samples, or molds. Selects material best suited for application, calculates amount of material required, determines mold capacity, type of mold, machine cycle time, and finishing operations. May also be responsible for developing mold cost quotations.

32. **PERSONNEL MANAGER**
Formulates and administers policies affecting management's relationships with its employees on an individual basis, such as staffing, developing, and motivating the work force. Performs audit and review of personnel activities and conducts periodic research to determine the effectiveness of these policies and to provide areas for improvement. In the absence of a Labor Relations manager, generally administers the union contract.

33. **OFFICE MANAGER**
Responsible for the supervision of the clerical staff of the business office. Coordinates all office service activities required for the efficient operation of the company. Develops plans and programs for the maximum utilization of service and equipment.

34. **PURCHASING AGENT (MANAGER OF PURCHASES)**
Responsible for overall direction and coordination of those functions relating to outside and inter-plant purchases. This involves raw material purchases as well as the procurement of component parts, equipment, maintenance supplies, office supplies, and so forth.

35. **BUYER**
Secures raw materials, components, packaging materials, office equipment, printing, stationery supplies, machinery and services for a production complex. Executes releases of blanket orders placed by Central Purchasing and purchases other items directly under specified limits or requisitions them from Central Purchasing. Sells and disposes of scrap, salvage and obsolete items.

APPENDIX C

Company Code _____

SPI SALARY & SALES POLICY SURVEY NO. 17 - 1990

CONFIDENTIAL

FOR PLASTICS PROCESSING COMPANIES ONLY

TO VOTING REPRESENTATIVES-U.S. MEMBER FIRMS

This is the questionnaire for the seventeenth Salary Survey for plastics processing companies which are either custom or proprietary firms engaged in compression and injection molding; extruding; reinforced plastics; or other methods of plastics processing.

Generally, the survey will cover the calendar year 1990 or closest fiscal year **(however, the most recent compensation levels should be reported)**. The completed study will provide valuable guidelines for use in comparing your own salaries with those of other companies in the industry. Employees reported should be permanent, full-time employees. A complete list of descriptions for each of the salaried positions is enclosed. Please review these Job Titles and the Descriptions before attempting to complete this questionnaire.

Please return one copy of the questionnaire by January 31, 1991 to Ernst & Young, Association Services Group, 1225 Connecticut Ave., Washington, DC 20036. If you have any questions regarding this survey contact Ms. Wendy Hyer at (202)862-6154 or Ms. Mona Hall at (202)862-6042.

All individual company data will be held in strict confidence. Participants will receive a complimentary copy of the final report.

Financial Management Committee
THE SOCIETY OF THE PLASTICS INDUSTRY, INC.

PART ONE
SALARY INFORMATION
Please Use Additional Forms if Necessary

ANNUAL SALES VOLUME THIS PLANT		ANNUAL SALES VOLUME THIS PLANT	
Up to $1,000,000	A. ☐	Up to $1,000,000	A. ☐
$1,000,000 to $2,000,000	B. ☐	$1,000,000 to $2,000,000	B. ☐
$2,000,000 to $5,000,000	C. ☐	$2,000,000 to $5,000,000	C. ☐
$5,000,000 to $10,000,000	D. ☐	$5,000,000 to $10,000,000	D. ☐
$10,000,000 to $25,000,000	E. ☐	$10,000,000 to $25,000,000	E. ☐
Over $25,000,000	F. ☐	Over $25,000,000	F. ☐

DEPARTMENT AND POSITION (See Position Descriptions)	Plant Location City & State			Plant Location City & State		
	No. of persons holding position	No. of persons responsible for	CURRENT AVERAGE ANNUAL SALARY (Exclude bonuses, commissions, etc.)	No. of persons holding position	No. of persons responsible for	CURRENT AVERAGE ANNUAL SALARY (Exclude bonuses, commissions, etc.)
MANUFACTURING						
1. General Manager (excluding Owner-Manager of over 25% ownership)						
2. Plant Manager						
3. Production Manager/Superintendent						
4. General Foreman						
5. Manager or Plant or Industrial Engineer						
6. Traffic Manager and/or Distribution Manager						
7. Manager, Quality Control						
8. Supervisor, Quality Control						
MARKETING						
9. Vice President Sales/Sales Manager						
10. Assistant Sales Manager						
11. Regional/District Sales Manager						
12. Senior Salesperson						
13. Salesperson 5 – 10 Years						
14. Salesperson 3 – 5 Years						
15. Salesperson 1 – 3 Years						
16. Sales Trainee						
17. Customer Service Manager						
FINANCE AND ADMINISTRATIVE						
18. VP Finance/Treasurer						
19. Controller or Accounting Manager						
20. Accountant – Cost Supervisor						
21. Accountant – General Supervisor						
22. Credit Manager						
23. Manager – Electronic Data Processing						
ENGINEERING						
24. Research & Development Department Manager						
25. Chief Engineer or Plant Engineer						
26. Manufacturing Engineering Manager						
27. Senior Engineer						
28. Laboratory Technician						
29. Product Designer						
30. Mold Designer						
31. Estimator						
PERSONNEL						
32. Personnel Manager						
33. Office Manager						
PURCHASING						
34. Purchasing Agent (Manager of Purchases)						
35. Buyer						

Please list any other positions you think should be included in future surveys: _____

PART TWO
SALES POLICIES

1. What type of sales force does your company employ?

   A. ☐ Company Salespeople Only

   B. ☐ Manufacturers' Reps or Sales Agents

   C. ☐ Both

2. If both, percentage of your business done through company salespeople?

   _____ %

3. What method of compensation does your company employ? (choose one)

   A. ☐ Straight Salary

   B. ☐ Straight Commission and Bonus

   C. ☐ Salary Plus Commission

   D. ☐ Salary Plus Bonus

   E. ☐ Salary Plus Commission and Bonus

   F. ☐ Other (Describe) _____

4. Which of the following expenses do you include under Direct Selling Cost?

   A. ☐ Salespeople's Salaries

   B. ☐ Salespeople's/Rep's Commissions

   C. ☐ Travel and Entertainment Expenses

   D. ☐ Telephone Expenses

   E. ☐ Sales Administration and Management Salaries and Expenses

   F. ☐ Order Handling and Customer Service

   G. ☐ Advertising and Sales Promotion Expense

   H. ☐ Royalties

   I. ☐ Engineering

   J. ☐ Other (Describe) _____

5. Do you pay relocation and moving expenses for:

   A. Newly hired sales personnel?

   ☐ Yes ☐ No

   B. Present sales personnel?

   ☐ Yes ☐ No

6. Automobiles used for company business are: (choose one)

   A. ☐ Company Owned

   B. ☐ Company Leased

   C. ☐ Combination of Company Owned and Leased

   D. ☐ Employee Owned

   E. ☐ Combination of Employee Owned and Leased

   F. ☐ Company and Employee Owned

   F. ☐ Employee Owned or Company Leased

7. Do you reimburse sales personnel for automobile expenses?

   ☐ Yes ☐ No

8. If yes, on what basis?

   A. ☐ Actual Expenses Incurred

   B. ☐ Single Rate Mileage Allowance

   C. ☐ Graduated Mileage Allowance

   D. ☐ Flat Monthly Allowance

   E. ☐ Other (Describe) _____

9. If single rate mileage allowance, rate per mile?

   _____ Cents/Mile

10. If flat monthly allowance, what amount per month?

    _____ Dollars/Month

11. Do you provide a company car for Sales Managers?

    ☐ Yes ☐ No

12. Do you allow personal use of company owned or leased cars?

    ☐ Yes ☐ No

13. If yes, does employee pay for gas, oil and other expenses?

    ☐ Yes ☐ No

14. Do you charge employee for personal use of company car?

    ☐ Yes ☐ No

15. In 1990, what is your estimate of the average cost per year, of maintaining a salesperson in the field? (Include hotel, meals, travel, telephone, entertainment and auto expenses, etc. Do not include salaries, commissions, bonuses or fringe benefits).

    $ _____ Per Salesperson

16. What was your turnover of salespeople in 1990?

    _____ %

    "Turnover" is defined as the number of salespeople hired to replace other salespeople who quit, or were terminated, divided by the normal staffing. (For example, if the normal number of salespeople was 7 and 1 person quit and was replaced during the year, turnover is 1/7 or 15%).

PART THREE
FIRMS EMPLOYING MANUFACTURERS' REPS OR SALES AGENTS

17. Do you have a written contract with your manufacturers' representatives?

☐ Yes ☐ No

18. If yes, what type of contract?

A. ☐ Self-Perpetuating
B. ☐ Renewable Yearly
C. ☐ Other (Describe) _____

19. Do you have well-defined territories for each representative?

☐ Yes ☐ No

20. When there are "House Accounts" within the representatives' assigned territories, do they receive commission for sales made thereto?

☐ Yes ☐ No

21. Are your representatives permitted to represent other plastics firms at the same time they represent yours?

☐ Yes ☐ No

22. If yes, what restrictions do you place on the manufacturers' representatives?

A. ☐ No Restrictions
B. ☐ Non-Competitive Product
C. ☐ Advance Approval
D. ☐ Other (Describe) _____

23. How frequently are commissions paid?

A. ☐ Weekly
B. ☐ Bi-Weekly
C. ☐ Monthly
D. ☐ Quarterly
E. ☐ Upon Shipment/Invoicing
F. ☐ Other (Describe) _____

24. At what point are commissions calculated?

A. ☐ Sales Booked
B. ☐ Shipment of Order
C. ☐ Invoicing of Order
D. ☐ Receipt of Customer Payment
E. ☐ Other (Describe) _____

25. What commission plan do you use? (choose one)

A. ☐ Flat Rate/No Expense Allowance
B. ☐ Flat Rate Plus Expense Allowance
C. ☐ Progressive Rate (Rate Increases as Sales Increase)
D. ☐ Regressive Rate (Rate Decreases as Sales Increase)
E. ☐ Varying Rate Based on Product
F. ☐ Varying Rate Based on Type of Account
G. ☐ Other (Describe) _____

26. If flat rate of commission, what is usual rate?

_____%

27. Are commissions paid on sales of tooling?

☐ Yes ☐ No

28. Are commissions paid on set-up charges?

☐ Yes ☐ No

29. Are commissions reduced for products returned as defective?

☐ Yes ☐ No

30. Do you have a formal provision in your contract for split sales credit between different manufacturers' representatives?

☐ Yes ☐ No

31. Do you have a formal provision in your contract for split sales credit between your company salespeople and manufacturers' representatives?

☐ Yes ☐ No

32. May the contract be terminated by either party?

☐ Yes ☐ No

33. How much termination notice is required?

A. ☐ No Notice Required
B. ☐ Less Than 1 Month
C. ☐ 1 to 6 Months
D. ☐ 3 to 6 Months
E. ☐ Over 6 Months
F. ☐ Other (Describe) _____

34. Are commissions paid on orders booked during period of termination notice but shipped after termination?

☐ Yes ☐ No

35. In the event of death of a representative, when do commissions cease?

A. ☐ Immediately
B. ☐ After Shipment of Booked Orders
C. ☐ Other (Describe) _____

36. Please list any other areas you think should be included in future surveys or any comments you have on improving the survey.

_____
_____
_____

THE SOCIETY OF THE PLASTICS INDUSTRY
1275 K STREET, N.W., WASHINGTON, D.C. 20005